

SANTA BARBARA CITY COLLEGE

ACCREDITATION SELF-STUDY

PHASE II

FINAL DRAFT - 3/13/96

STANDARD SIX - PHYSICAL RESOURCES

Introduction/Background:

Phase I of the accreditation self-study addressed Standard 6, Physical Resources, and concluded/certified that the standard is being fully met as documented and described.

Phase II of the accreditation self-study will evaluate the impact or project the probable impact of "Project Redesign" on Standard 6.

Project Redesign:

The College Planning Council began the "re-engineering" of Santa Barbara City College in September 1994. Over the next three months the Council identified 19 processes which needed to be "fixed." Subsequently one of those was dropped, and the redesign methodology begun with the student access to information in December 1994. As this project progressed, College Planning Council established time lines for the rest of the projects beginning June 1995 through June 1996.

To date nine redesign projects have been started and reports published on each project. However, none of the projects has progressed to pilot development stage. Therefore, the ultimate impact on Standard 6 is open to considerable conjecture and subjective conclusions.

The redesign methodology is described elsewhere in this self-study; therefore, only the conclusions from each redesign that appear to affect Standard 6 are discussed here.

STANDARD SIX: PHYSICAL RESOURCES

Facilities

"Physical Resources, particularly facilities, both on and off campus, are designed, maintained, and managed, so that the institution can fulfill its goals and objectives."

Discussion: The process of facilities development, maintenance, and improvement were described in Phase I of the self-study. Although no specific project has been identified for redesign, several of the redesign projects to date have identified possible facilities needs to accommodate the redesign recommendations when implemented.

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Project Redesign - Possible facilities impacts:

A. Student Access to Information

1. Building of several on-campus, 24-hour access kiosks for independent student access.
2. Additional phone lines/switch capacity for 24-hour access from off campus.
3. The Student Services building should be able to accommodate additional FTE growth.

B. Registration

1. One-stop registration/fee payment. The new process may require remodeling and/or reconfiguration of the Campus Center, registration, and cashier areas.
2. New technology with hands-on ability for students may require new/remodeled spaces to include on-campus phones/computers for use in various campus locations.

C. Testing

No anticipated impacts

D. Marine Technologies

1. Possible need to expand pool utilization time at Los Baños Pool.

E. Financial Aid

1. Building of several on-campus, 24-hour kiosks for independent student access.
2. Additional phone lines/switch capacity for 24-hour access from off campus.

F. Reprographics

1. The combination of duplication, publications, printing/graphic arts may require remodeled facilities/configurations and reallocated space assignments.
2. Additional phone lines and/or fiber optics capabilities for electronic transfer of printing jobs.

G. Purchasing Routine Supplies

1. Storage of bulk supplies on the main campus will require additional storage areas.
2. Less space will be required for routine supplies, and District inventory will be reduced. Routine office supplies will be ordered through the Bookstore using "just-in-time" delivery.
3. The area designated for the Purchasing Assistance Center will have to be remodeled.

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4. The paper storage area in the immediate proximity of the duplicating/print shop/graphics arts area may have to be reallocated and remodeled.

H. Student Fee Payment

1. One-stop registration and fee payment may require remodel and/or reconfiguration of the registration and cashier areas.
2. Phone registration and fee payment by electronic means will require more phone lines/phone switch capabilities.
3. Continuing Education (non-credit) locations may require modification of office space.

I. Computer Allocations, Acquisition, and Installation

1. Adequate space must be provided for Information Technologies when the present temporary buildings are vacated and removed. The remodel of the Administration building, 2nd floor, does not fully accommodate the technical support team.
2. The area for the receiving, set-up, testing, and repairs of computer equipment is inadequate and will have to be expanded. A larger repair shop with substantial parts inventory may be required.
3. The current allocation for replacement of computer technology of \$320,000 (40 percent of the total \$800,000) will never keep pace with replacement needs of \$700,000+ per year.

Equipment

Phase I describes the method used in the past four years to allocate funds for equipment replacement. When the policy was established in August 1991, the allocation process was based on estimated equipment replacement spanning 15 years. However, instead of replacing older equipment, this fund has also been used to purchase new equipment, particularly computer technology which further exacerbates the replacement problem. The replacement cycle for computer technology is only four to six years which translates to a replacement needs in excess of \$700,000 per year for the next six years.

The projected funding of the replacement equipment for the next five years anticipates a activity in the equipment replacement fund as follows:

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-2000</u>	<u>2000-01</u>
Beginning Balance	\$1,300,000	\$1,100,000	\$900,000	\$600,000	\$300,000
Added (Lottery)	600,000	600,000	500,000	500,000	500,000
Expends	<u>800,000</u>	<u>800,000</u>	<u>800,000</u>	<u>800,000</u>	<u>800,000</u>
Ending Balance	\$1,100,000	\$900,000	\$600,000	\$300,000	0

Funding is from the lottery proceeds above 2 percent pledged for salary increases; therefore, estimates are completely dependent upon the State lottery. If the allocation of \$800,000 for

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equipment replacement remains the same, the District will deplete the fund in the next five years. Any allocation for new equipment identified in project redesign or any new computer technology needs estimated in computer/technology redesign could reduce available balances dramatically.

Although all the redesign costs have not yet been fully identified, the following is a very rough estimate utilizing the redesign reports and estimating possible costs:

	<u>Possible Cost Range</u>	
1. Telephone registration	\$100,000 -	250,000
2. Kiosk, 5 @ \$10-15,000	50,000 -	75,000
3. Telephone lines/switch	75,000 -	250,000
4. Document imaging	70,000 -	125,000
5. Software development - Student Services	25,000 -	50,000
6. Graphical user interface	10,000 -	15,000
7. Electronic inputs/readers (debit card/smart card, etc.)	25,000 -	35,000
8. Electronic submission applications	25,000 -	50,000
9. Transcripts on CDs	15,000 -	20,000
10. Additional FAX/modems	20,000 -	25,000
11. Install a Docutech system	110,000 -	150,000
12. Provide debit/credit cards for all departments	5,000 -	10,000
13. On-line purchasing software	35,000 -	60,000
14. Fiscal/Purchasing software package	150,000 -	500,000
15. Network FAX software	15,000 -	40,000
16. Energy Management (DDC)	75,000 -	225,000
17. On-line work orders	40,000 -	120,000
18. Expand communications infrastructure	<u>100,000 -</u>	<u>250,000</u>
Total possible range	\$945,000 -	\$2,250,000

How the District might fund these redesign and ongoing equipment costs has yet to be identified. It is quite obvious the need for substantial investment in equipment/technology is a major consideration.

Facilities Planning

There appear to be no significant changes to our facilities planning model.

CLH:ba - 3/13/96

{STAFF:Acc-St6}

IV. Listing of Reference Materials

- A. Long-Range Development Plan, 1988**
- B. Five-Year Construction Plan, February 1996**
- C. Insurance Report - Facilities**
- D. 1991 Accreditation Report (Standard 7)**
- E. Construction/Rehabilitation Projects, 1991-95**
- F. 1995-96 Major Maintenance Allocations**
- G. ADA Study, January 1993**
- H. COBCP - Administration Remodel**
- I. COBCP - Life Science/Geology Remodel**
- J. COBCP - Physical Science Remodel**

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SANTA BARBARA CITY COLLEGE
ACCREDITATION SELF-STUDY
PHASE II

FINAL DRAFT - 3/21/96

STANDARD SEVEN - FINANCIAL RESOURCES

Introduction/Background:

Phase I of the accreditation self-study addressed Standard 7, Financial Resources, and calculated/certified that the standard is being met as documented and described.

Phase II of the accreditation self-study will evaluate the impact and/or project the probable impact of "Project Redesign" on Standard 7.

7.A Financial Stability

Financial resources are sufficient to achieve, maintain, and enhance the goals and objectives of the college. The level of financial resources provides a reasonable expectation of financial viability and improvement. Financial management exhibits sound budgeting and accounting. Financial planning is based on institutional planning involving the governing board and broad staff participation.

As described in Phase I of the self-study, the District attempted to stabilize the effect of the state-wide shortfalls through cost cutting, service reductions, and freezing vacant personnel positions. The recognition that we needed to radically change the "way we do our business" spawned the idea for re-engineering our processes and Santa Barbara City College's Project Redesign. At the onset, a built-in assumption was that the redesign efforts would cause us to rethink our processes, become more efficient, and reduce our costs.

Project Redesign:

The College Planning Council began the "re-engineering" of Santa Barbara City College in September 1994. Over the next three months the Council identified 20 processes which needed to be "fixed." Subsequently one of those was dropped, and the redesign methodology begun with the student access to information in December 1994. As this project progressed, College Planning Council established time lines for the rest of the projects beginning June 1995 through June 1996.

To date nine redesign projects have been started and reports published on each project. However, none of the projects has progressed to pilot development stage. Therefore, the ultimate impact on Standard 7 is open to considerable conjecture and subjective conclusions.

The redesign methodology is described elsewhere in this self-study; therefore, only the conclusions from each redesign that appear to affect Standard 7 are discussed here.

In reviewing the nine project redesign reports, a major focus has been on new technologies which will allow the District to move toward more automated, electronic processing, storage, and retrieval of stored information. This translates to massive new equipment needs and

Standard 7 - Financial Resources, Page 2

and retrieval of stored information. This translates to massive new equipment needs and major upgrades in Information Technologies. As described under Standard Six, an estimated minimum of about \$945,000 and possibly as much as \$2.25 million - \$2.5 million will be needed as a one-time commitment for new equipment identified in the first nine projects. Based on the Information Technology redesign the ongoing need for replacement equipment will more than double from \$320,000 per year to \$736,000 or possibly even \$900,000 per year for the foreseeable future years.

The District has begun to identify the probable additional costs and possible savings associated with each redesign project; however, we are still in a very preliminary stage of analysis and evaluation.

As each project gets better definition, some cost savings have been projected. Several projects recognized "future cost savings" after a significant investment in new equipment. It can be postulated that there will be savings and/or better service when the redesign projects have been implemented; however, definitive data to support that conclusion is still very tentative.

7.B Financial Planning

Financial planning is based upon the educational master plan and provides for staff participation and budget approval by the governing board. The policies, guidelines, and processes for developing the budget are clearly defined and followed. Financial planning takes into account long-range projections regarding programs, services, costs and resources.

Project Redesign did not identify a specific emphasis on budget development and financial planning; however, the College Planning Council adopted a Strategic Planning Document 1996-1999 which includes a Vision Statement, Mission Statement with goals and objectives for the next three years.

Under Leadership Goals the plan calls for coordination and complementing Project Redesign's movement from a function-based to a process-based model. This goal will certainly affect how the organization functions and how resources are allocated in the future.

Under Institutional Support a new goal to "develop resource acquisition and allocation plans for completed redesign projects" will change the long-term planning focus in the financial area. A further goal to develop "a resource acquisition and resource allocation budgeting process that builds from the institutional plan" will definitely impact the financial planning process.

7.C Financial Management

The institution's financial records and internal control processes are organized and clearly defined.

Several redesign projects will likely have an impact on the financial management of the District in the following areas:

Standard 7 - Financial Resources, Page 3

1. Registration - Payment of fees/charges

Several recommended changes will affect existing processes. Examples:

- a. One-stop fee payment
- b. On-line look-up, updating and information access
- c. Telephone registration
- d. Credit card payments
- e. Debit card ability
- f. 24-hours kiosk availability
- g. Transcript processing and fees
- h. Bookstore and food services
- i. Refunds will be automated

2. Financial Aids

- a. Better, quicker, more efficient financial aid procedures.
- b. Disbursement of checks/awards--fully automated with audit cross checks.
- c. Status of checks: clearing, undelivered, canceled, lost--will be electronically monitored.
- d. Awards could be electronically transferred to student accounts.

3. Purchasing of Routine Supplies

- a. Use of a credit/debit card will reduce paperwork, processing, follow-up, and errors.
- b. Inventory of routine supplies will be reduced, and at the same time a wider variety will be available through the Bookstore.
- c. The new purchasing assistance center will change the focus from pre-auditing to post-auditing and customer assistance.
- d. Bulk storage of paper products will be centralized.
- e. Supply items/catalogs will be on-line to various vendors.

4. Payment of Claims

Although the redesign project has not yet begun, it is anticipated the following benefits will accrue:

- a. The payment process will be simplified, streamlined, and more fully automated.
- b. Follow-up, verification, and problems will be reduced substantially.
- c. Cooperation in redesign by the Santa Barbara County Schools will reduce staff time, reduce copy costs, speed up processing, and assure timely, proper approvals.
- d. Auditing of claims payments will be reduced and simplified.
- e. Better management reports will be possible.

IV. Listing of Reference Materials

**1991-92 - 1995-96 Adopted Budgets
Financial Longitudinal Study, 1987-91, 1991-96
Program Based Funding
Budget Development Principles
CCFS 311s, 1991-92 - 1994-95
District Fiscal Audits, 1991-92 - 1994-95
Foundation for SBCC Fiscal Audits, 1992-93 - 1994-95
Budget Development Calendar
Cafeteria
Children's Center
Cash Flow Projection/Analysis
JPA Audits
Foundation Fundraising
Bonded Indebtedness**

***Negotiations Notebook**

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