**MINUTES**


PRESENT:  J. Friedlander, J. Romo, S. Ehrlich, J. Sullivan, L. Fairly, K. Molloy, T. Garey, E. Frankel, J. Jackson, L. Auchincloss, R. Ladanyi

ABSENT:  P. Haslund, B. Hamre, K. McLellan, A. Serban

GUESTS:  P. Buckelew (for McLellan), M. Borchers (*for Serban*), P. Naylor


**1.0     Call to Order**

1.1     Approval of the minutes of the June 16th CPC meeting.

**M/S/C [Frankel/Auchincloss] to approve the minutes of the June 3rd CPC meeting.**

**2.0     Announcements**

2.1     Resignation of David Dietrich

President John Romo announced to the Council that David Dietrich has resigned his position as Executive Director of the Foundation for Santa Barbara City College and has taken a position at Cottage Hospital to assist with its capital campaign. He indicated that the announcement to fill this position has closed and that strong candidates have applied.

**3.0     Information Items**

3.1     Update on the state budget and its impact on the college

Jack Friedlander indicated that he anticipates knowing more about the state budget by the end of the week. What isn't known is how equalization will be divided, our growth rate, and the amount of the per unit student fee. Dr. Friedlander predicts that the $50 differential fee will not be approved.

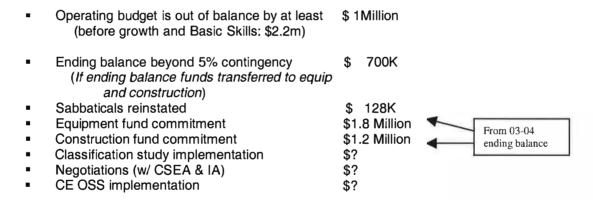3.2     Update on the summer credit and non-credit enrollments

Jack Friedlander reported that as of yesterday the summer credit enrollment headcount is up 1.1 percent. He said a lot of the enrollments in summer are not census classes such as the late enrollments for professional development courses. The enrollment growth target is 2.5%, which we had hoped to make this summer, will have to be made up in the fall and spring. Lynda Fairly indicated that summer enrollment for non-credit is "positive attendance". So far very few classes have been canceled. VP Fairly indicated that CE's

goal is to reduce the non-credit enrollment. She said non-credit had 2375 FTES for last year which is about 250 more than targeted for non-credit. The goal for fall is to reduce the program. However, the FTES produced by non-credit could be adjusted to achieve the college's enrollment target for 2004-05. Dr. Friedlander said that one of the decisions that will have to be made as we approach the start of the fall semester is whether we want to pursue the option of having two summer sessions this year, one of which would count toward meeting the college's 2004-05 FTES cap. The second 2005 summer session would be part of the 2005-06 academic year. Dr. Friedlander said that he would have a more specific recommendation for the summer Academic Senate meeting after the July 22nd CPC meeting.

## 4.0    Discussion Items

4.1    Review criteria, timeline and method proposed by EC to identify reductions to the college's General Fund budget for 2005-06 and 2006-07 needed to bring it into balance by the start of the 2007-08 fiscal year.

John Romo led the Council through the proposed methodology for dealing with the budget challenge that the college will be facing in the next couple years and what approach would be taken to identify budget reductions within the units of the college. Work would be done as much as possible this summer in preparation for the budget development process. President Romo gave an overview of the 04-05 budget issues and impacts:

- Operating budget is out of balance by at least    $ 1Million
  (before growth and Basic Skills: $2.2m)

- Ending balance beyond 5% contingency    $   700K
  (*If ending balance funds transferred to equip and construction*)
- Sabbaticals reinstated    $   128K
- Equipment fund commitment    $1.8 Million    ← From 03-04 ending balance
- Construction fund commitment    $1.2 Million
- Classification study implementation    $?
- Negotiations (w/ CSEA & IA)    $?
- CE OSS implementation    $?

John Romo indicated expenses that are presently being paid from reserves need to be shown as operating expenses and not funded from reserves. Among those are $500,000 for ongoing classroom maintenance. There is $1.2m in ongoing licensing agreements for various software programs and servers. President Romo said he made a commitment to the Board to balance the budget in two years.

President Romo said that each unit of the college was placed into one of four categories: (1) Instructional Units and Programs (non-categorical funded); (2) Units in Support of Instruction; (3) Units in Support of Students; or (4) Operations Units. He discussed the groups with the Council and will make adjustments in the methodology based on recommendations from the Council. The changes identified by the Council will be incorporated into the document and distributed to members of CPC at its next meeting.

**(1) Instructional Units and Programs**

Credit Program
- Instructional departments
- Dual Enrollment [tech prep grant]/Middle College [categorical] – delete?
- Gateway to Success
- Honors
- MET/CAP
- On-line instruction
- Professional Development Center
- Study Abroad
- Work Experience

Continuing Education (FTES and Community Services)

**(2) Units in Support of Instruction**

- Credit/Non-credit Academic Program Administration
- Faculty Resource Center
- Marketing/Publications

**(3)    Units in Support of Students**

| | |
|---|---|
| Admiss/Reg/Recs | Alumni Association |
| Career Advan Cent | Children's Center |
| Counseling | DSPS |
| EOPS/CARE | Financial Aid |
| International | Learning Services |
| Library | Matriculation/Assessment |
| School Relations | Student Activities |
| Transfer Center | |

**(4)    Operations Units**

- Accounting
- Administrative Services
- Facilities and Operations
- Food Services
- Human Resources & Legal Affairs
- Information Resources
- Institutional Research and Planning
- President's Office
- Purchasing
- Security
- Public Information Officer

John Romo said that for each of the units and for the consultation process, the Council would receive a notebook containing all the agreed-to information which would be represented in a common format worksheet. The department chairs and the deans would have a major role in providing the information. Andreea Serban and Melanie Borchers, as well as Joe Sullivan and Leslie Griffin, will provide data required to complete the worksheet.

The timeline for completing the 2004-05 thru 2006-07 budget reduction process is as follows:

Summer:      Data collection and analysis

Fall 04:          CPC meets weekly to begin development of 05-06/06-07
                          recommendations to President.
January 05:   Recommendations to President
February 05:  Report to board on progress toward achieving 04-05 budget reduction target.
                          Mid- year expenditure report with projection for balance of the year
March 05:      President 05-06/06-07 budget reduction recommendations to the Board

John Romo said that we should be able to come up with a half-million dollars in 2004-05 in reductions of ongoing expense that could be presented to the Board in January.

With respect to the budget reduction methodology for 2004-05 and 2005-06, President Romo said we should be able to collect the quantitative information into some sort of useful format for each of these areas. The analytic information would have to be done in the fall. Peter Naylor indicated there should be a second phase of the analytic phase; the first phase asking, "what is the role of the unit/department and is it being accomplished?" Second, "how could the unit/department do its job differently or more efficiently"? President Romo said that in some areas a short-term infusion of dollars might result in a better efficiency. This question should be asked for each unit. Jack Friedlander asked if it was realistic to complete this task in the fall. John Romo replied that he would hope that at least the proposals on how to increase the efficiencies would be done. The expectation is that by next spring we will have the 2005-06 recommendations. To the extent possible, we will able to make specific budget proposals to the Board this spring on what will be done in 2006-07.

Joe Sullivan indicated that in areas where we provide services, it is also a question of what level of service do is desired as opposed to whether or not the service would be provided. He cautioned that to go through the analysis being proposed would be very difficult without clear guidelines. John Romo said it would be appropriate to give people some opportunity to identify the repercussions in cuts to their respective areas. He felt that it is a question that is appropriate for all units/departments.

Liz Auchincloss asked if the EC has considered the impact on morale this process is going to have. John Romo said that it is important to have an accurate flow of information to the college community. It will require the leadership at the VP level to engage in this difficult and sensitive project in the least disruptive way as possible. He indicated there is the question of the cost of the classification study as well as the outcomes of negotiations. It cost $800,000 for every one percent increase in salaries.

Pablo Buckelew asked if there was any value in asking department/units to identify their likelihood of generating growth in FTES and/or in income. President Romo responded that this was an excellent suggestion.

John Romo said that for emergency situations, we know that the Construction Fund is still sizable. We are not going to compromise health and safety concerns or facilities required to provide a proper work and educational environment for employees and students.

President Romo said that he and Dr. Friedlander have agreed that achieving the budget reduction target within a two-year period will be a difficult process. He will be working through the CEO group to put as much pressure as possible on the Chancellor to obtain greater flexibility on the full-time/part-time faculty obligation for a period and to allow appropriate kinds

of flexibility on an ongoing basis. He said we are slowing down replacement positions as opposed to instituting a freeze. He said we should continue to operate under the budget principal that we will avoid layoffs if at all possible. Whether or not it can be achieved, he did not know.

Esther Frankel said as we look at our individual departments we should look from all perspectives to also determine how it works with the rest of the college community within the targeted units. For example, the overlap between credit and non-credit should be looked at more globally.

President Romo asked that it be noted that when this is discussed within the constituency groups that the second slide on page six is incorrect. It was rewritten extensively and was inadvertently not incorporated in this document. A revised document, which will also incorporate the suggestions, made by the Council, will be sent out to CPC.

4.2    Other items pertaining to planning and budget

## 5.0    Other Items

There were no other items.

## 6.0    Adjournment

**Upon motion [Fairly], chairperson Jack Friedlander adjourned the meeting.**

**DRAFT**

### 1812 - COMMUNICATION

| 2004-05 Budget-Genl Fund | Unrestricted | Restricted |
|---|---|---|
| 01 Academic Salaries | $ 524,737 | $ - |
| 02 Classified Salaries | 34,553 | 13,200 |
| 03 Employee Benefits | 121,498 | - |
| 04 Supplies and Materials | 4,836 | - |
| 05 Other Operating Expense | 768 | - |
| 06 Capital Outlay | 0 | - |
| | $ 686,392 | $ 13,200 |
| **2003-04 Actuals** | $ 643,673 | $ 17,555 |

| | | TLUs | | |
|---|---|---|---|---|
| FTE Employees | | Reg | Hourly | Overload |
| Certificated | 5.60 | 168.00 | 123.00 | 9.08 |
| Classified | 0.63 | | | |

| | Annual FTES | WSCH/ FTEF | Expense/ FTES |
|---|---|---|---|
| **1999-00** | 308 | 535 | $1,509 |
| **2000-01** | 304 | 527 | $1,724 |
| **2001-02** | 318 | 513 | $1,852 |
| **2002-03** | 340 | | $1,833 |
| **2003-04** | | | |

| Benchmarks Peer Colleges | Annual FTES | WSCH/ FTEF |
|---|---|---|
| Cuesta | | |
| Glendale | | |
| Cabrillo | | |

| | Calif. Res | Non Res | Int'l |
|---|---|---|---|
| Revenue | $ - | $ - | $ - |
| Total Revenue | | | $ - |
| Exp as % of Rev | | | 0% |

### Degree & Certificate Completion

### Employment Demand

(for Vocational Programs)

### QUANTITATIVE COMMENTS

* Comments (not conclusions) on quantitative data
* Factual - what the data tells us
* Presented as bullet points

Common Questions:
What are the data trends?
Why is WSCH/FTEf below/above the target 525?
What can be done to increase WSCH/FTEF ?

### QUALITATIVE COMMENTS

* Presented as bullet points
* Points which augment quantitive analysis

Comments to include:
* Likelihood of growth in FTES or revenue
* Efficiencies/cost reductions,
* Impact of reducing/eliminating activity

## 4024 - FACULTY RESOURCE CENTER

| 2004-05 Budget-Genl Fund | Unrestricted | Restricted |
|---|---|---|
| 01 Academic Salaries | $ 109,707 | $    - |
| 02 Classified Salaries | 289,736 | 0 |
| 03 Employee Benefits | 116,521 | 0 |
| 04 Supplies and Materials | 17,677 | 0 |
| 05 Other Operating Expense | 4,308 | 0 |
| 06 Capital Outlay | 1,500 | 0 |
| | $ 539,449 | $    - |

| FTE Employees - 04-05 Budget | |
|---|---|
| Certificated | 1.40 |
| Classified | 5.00 |
| Hourly Workers ($) | #N/A |

| Expenditures | Unrestricted | Restricted |
|---|---|---|
| 2003-04 | $  441,494 | $    - |
| 2002-03 | $  418,735 | $    - |
| 2001-02 | $  433,360 | $  131,530 |
| 2000-01 | $  402,635 | $  68,623 |
| 1999-00 | $  248,605 | $  15,922 |

| SERVICES PROVIDED by Activity | FTE | COST |
|---|---|---|
| **Activity #1: Type the description of the 1st major activity of this unit here. You are limited to the size of this box. The box is formated to word-wrap the text.**<br>**Want to skip to the next line in the box? ALT-Enter will place the cursor on the next l** | **0.00** | **$    -** |
| **Activity #2: Use this box to describe 2nd major activity of this unit. You are limited to the size of this box. The box is formated to word-wrap the text.** | **0.00** | **$    -** |
| **Activity #3: Use this box to describe 3rd major activity of this unit. You are limited to the size of this box. The box is formated to word-wrap the text.** | **0.00** | **$    -** |

### EXTERNAL BENCHMARKS
* Instructional Support Benchmark

### HOW TO ATTAIN EFFICIENCIES/REDUCTIONS/SYNERGIES/NEW REVENUES

### IMPACT OF REDUCTIONS

## 4806 - ADMISSIONS & RECORDS

| 2004-05 Budget-Genl Fund | Unrestricted | Restricted |
|---|---|---|
| 01 Academic Salaries | $ - | $ - |
| 02 Classified Salaries | 476,663 | 0 |
| 03 Employee Benefits | 147,447 | 0 |
| 04 Supplies and Materials | 40,343 | 0 |
| 05 Other Operating Expense | 4,914 | 0 |
| 06 Capital Outlay | 0 | 0 |
| | $ 669,367 | $ - |

| FTE Employees - 04-05 Budget | |
|---|---|
| Certificated | - |
| Classified | 8.50 |
| Hourly Workers ($) | $ 99,930 |

| Expenditures | Unrestricted | Restricted |
|---|---|---|
| 2003-04 | $ 632,532 | $ 17,169 |
| 2002-03 | $ 579,446 | $ 16,897 |
| 2001-02 | $ 532,559 | $ 21,278 |
| 2000-01 | $ 537,798 | $ 7,951 |
| 1999-00 | $ 449,120 | $ 2,157 |

| SERVICES PROVIDED by Activity | FTE | COST |
|---|---|---|
| Activity #1: Type the description of the 1st major activity of this unit here. You are limited to the size of this box. The box is formated to word-wrap the text. Want to skip to the next line in the box? ALT-Enter will place the cursor on the next l | 0.00 | $ - |
| Activity #2: Use this box to describe 2nd major activity of this unit. You are limited to the size of this box. The box is formated to word-wrap the text. | 0.00 | $ - |
| Activity #3: Use this box to describe 3rd major activity of this unit. You are limited to the size of this box. The box is formated to word-wrap the text. | 0.00 | $ - |

**EXTERNAL BENCHMARKS**
* Student Support Benchmark

**HOW TO ATTAIN EFFICIENCIES/REDUCTIONS/SYNERGIES/NEW REVENUES**

**IMPACT OF REDUCTIONS**

## 4206 - ADMINISTRATIVE SERVICES

| 2004-05 Budget-Genl Fund | Unrestricted | Restricted |
|---|---|---|
| 01 Academic Salaries | $ - | $ - |
| 02 Classified Salaries | 78,251 | 0 |
| 03 Employee Benefits | 26,520 | 0 |
| 04 Supplies and Materials | 0 | 0 |
| 05 Other Operating Expense | 372,613 | 0 |
| 06 Capital Outlay | 0 | 0 |
| | $ 477,384 | $ - |

| FTE Employees - 04-05 Budget | |
|---|---|
| Certificated | - |
| Classified | 1.40 |
| Hourly Workers ($) | $ 565 |

| Expenditures | Unrestricted | Restricted |
|---|---|---|
| 2003-04 | $ 409,471 | $ - |
| 2002-03 | $ 416,335 | $ 941 |
| 2001-02 | $ 373,684 | $ 169 |
| 2000-01 | $ 340,775 | $ 1,835 |
| 1999-00 | $ 249,208 | $ 551 |

| SERVICES PROVIDED by Activity | FTE | COST |
|---|---|---|
| **Activity #1:  Type the description of the 1st major activity of this unit here. You are limited to the size of this box.  The box is formated to word-wrap the text.**<br>**Want to skip to the next line in the box?  ALT-Enter will place the cursor on the next l** | **0.00** | **$ -** |
| **Activity #2:  Use this box to describe 2nd major activity of this unit.  You are limited to the size of this box.  The box is formated to word-wrap the text.** | **0.00** | **$ -** |
| **Activity #3:  Use this box to describe 3rd major activity of this unit.  You are limited to the size of this box.  The box is formated to word-wrap the text.** | **0.00** | **$ -** |

### EXTERNAL BENCHMARKS
* Admin Svcs Benchmark #1
* Admin Svcs Benchmark #2

### HOW TO ATTAIN EFFICIENCIES/REDUCTIONS/SYNERGIES/NEW REVENUES

### IMPACT OF REDUCTIONS