

SANTA BARBARA CITY COLLEGE  
COLLEGE PLANNING COUNCIL  
December 19, 1995

**MINUTES**

**PRESENT:** J. Friedlander, Chair, D. Barthelmess, L. Fairly, B. Hamre, C. Hanson, T. Garey, J. Peterson, K. O'Connor, D. Oroz, J. Romo, L. Auchincloss (for B. Hull)

**ABSENT:** B. Hull, excused; William Sutton, excused.

**I. CALL TO ORDER**

**1.1 Approval of Minutes of November 7, 1995**

M/S/C            To approve the minutes of November 7, 1995 as submitted  
(Hanson/Oroz):    Ayes: Unanimous

**2. ACTION ITEMS**

**2.1 Hearing Stage: Recommendations on Ranking on Ranking of Tenure Track Faculty Requests for 1996-97**

Dr. Friedlander reported that departments submitted requests for 12 tenure track faculty positions for 1996-97, and that three positions will be filled on a permanent basis. On December 1, 1995, the Academic Senate ranked the tenure track requests and forwarded their recommendations to the College Planning Council for action. The recommended positions, in ranked order, are:

- #1 English
- #2. Mathematics
- #3. Psychology
- #4. Euro/Asian Languages
- #5. English
- #6. Essential Skills
- #7. Computer Science
- #8. Biological Sciences
- #9. Mathematics
- #10. English
- #11. English
- #12. Mathematics

The positions recommended for tenure tracking are English, Mathematics and Psychology. The Euro/Asian Languages position will be filled on a temporary one-year contract basis. The individual filling the temporary one-year contract position in the Euro/Asian Languages Department would be hired to teach German; but, in addition, he/she would have to be qualified to teach either Spanish, French or Italian.

M/S/C To suspend the rules and to move this item to action  
(O'Connor/Oroz): AYES: UNANIMOUS

M/S/C: To approve the recommendations from the Academic Senate for filling three tenure track positions for 1996-97. The positions are: English, Mathematics and Psychology and that the 4th ranked position Euro/Asian Languages be filled by a one-year temporary contract appointment.  
Ayes: Unanimous

### **3. REPORTS**

#### **3.1 Summary of Discussion on Identification of Planning Assumptions**

The unapproved minutes of November 21 were distributed so that members could refer to the discussion on planning assumptions (Action on these minutes will be taken at the next CPC meeting.) In addition, Dr. Friedlander submitted a summary he prepared based on the report from the Community College League's Commission on the Future entitled, "Preparing to Serve the Student of the Future." This summary report identifies trends that should be taken into account in developing the College's planning assumptions and includes the following:

- Increasing number of computers in households and the major disparities among income-come groups in ownership of computers and access to the Internet.
- Increased numbers of students graduating from high schools and college attendance rates.
- Increase numbers of students entering community colleges for retraining.
- Increased student and employer demand and expectation for flexible learner-oriented scheduled of classes.
- Pressures to offer interactive counseling and other related student services activities.

- Increased emphasis in the curriculum on equipping students with skills needed to access, synthesize, evaluate and manipulate data.
- Transitioning from "teacher-oriented" to "learner-oriented" mode of instruction will require additional staff development, changes in scheduling format, and reconfiguration of classrooms.
- Technology paradigm will shift from microcomputers to networked systems for accessing information.
- Students will increasingly respond to instruction that is more visually oriented, more interactive and more applied.
- The Internet will increasingly be used as a vehicle for delivering instructional and student support services.
- It was suggested that the League's report could be useful at the CPC Planning workshop on January 16 and 17.

### 3.2 College Planning Process

John Romo reported that he has collected the surveys that were distributed to faculty, staff and students. Unfortunately, the response was quite poor in terms of numbers. Content has not been reviewed to date.

The focus of the workshop will be to develop a first draft effort on institutional goals and on the institutional objectives that will be driving the planning process for the next three-year planning cycle. The first step in this process will be to spend some time brainstorming external factors, both negative and positive, which will influence the direction of the college in developing its college plan. The challenge of the first portion of the workshop will be to stay focused on goals and objective and to avoid getting into the area of activities. The facilitator for the workshop is Lois Phillips.

### 3.3 Accreditation Update

Janice Peterson provided a report on the current status of the drafts for the Standards which are being submitted to her for compilation and editing. She requested that team leaders who have not already done so to send to her their standards reports via electronic mail or on a disk.

#### 4. Information Item

##### 4.1 Positions for Project Redesign Implementation

Dr. MacDougall brought to the Council as an information item his intent to fill three positions, two of which are on a temporary basis. The two temporary positions relate to Project Redesign. Dr. MacDougall cited the continuing need for outside help in assisting the college to implement Project Redesign. The best means of accomplishing this goal would be to hire a consultant with business process reengineering expertise, whose services would be directed to providing consultation to teams, guiding the design of documentation, monitoring technology infrastructure development, monitoring process integration and developing relationships with strategic partners. It is anticipated that the level of support for this position would be about the same as the contract with John Marrasso (\$50,000-\$60,000).

The second temporary position is an information systems project manager (Title: Project Director for Information Systems, 18-24 months), whose primary responsibility would be to manage the implementation of projects coming from redesign initiatives. Dr. MacDougall said that it is becoming increasingly evident that the current Information Resources Unit cannot handle all the projects resulting from redesign initiatives (estimated at 150). The primary responsibility of the project director would be to manage the implementation of the projects, ensure system maintenance and enhance support projects. He/she would report to the Bill Hamre, Associate Vice President, Information Resources. Salary and benefits are estimated to be approximately \$75,000 annually.

##### Permanent Network Administrator Position

Dr. MacDougall stated that the college is currently installing four new servers and one replacement server on the network and is planning to expand Internet and office automation capabilities for electronic communication, including fax transmittal. At the present time one individual is responsible for all 19 servers, plus coordination of several lab servers. Consultants recommend one FTE for 3-4 servers. Salary and benefits for this position are approximately \$52,000.

Funding for the new additional network administrator would come from not replacing certain vacant positions. Members agreed that there was a need for the permanent position in Information Resources; but there were concerns expressed about the increasing costs for equipment, maintenance, staffing as the technological base of the college expands and whether the college has a firm "handle" on the long-term financial

implications of this expansion. Dr. MacDougall responded that, initially, approximately \$150,000 to \$200,000 was allocated to support Phase One of Project Redesign, and that figure appears to be on target; Phase Two would require approximately 2-4 million dollars (one-time expenditures) and at this point it is difficult to gauge whether the college can stay within that allocation. Hopefully, additional on-going costs would be covered by savings accrued from Project Redesign initiatives.

The President also noted that increasing costs of changing technology would prompt the college to revisit some of its assumptions related to the manner in which the College has been using technology to deliver instruction.

Ms. Peterson offered her perspective as a individual closely involved in the redesign projects to support the need for a consultant. She noted that outsiders can be very valuable in providing direction and counsel in the implementation on Project Redesign. College staff cannot do it alone, given the scope and depth of the College's projects.

## 5. ADJOURNMENT

The meeting was adjourned at 4:30 p.m.

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cc: Cabinet, Deans/Assistant Deans, Department Chairs, Academic Senate, Instructor's Association, CSEA, Classified Council, College Information, ***The Channels***

# SANTA BARBARA COMMUNITY COLLEGE DISTRICT

College Planning Council  
Santa Barbara City College

Tuesday, December 5, 1995

## MINUTES

Present: Dr. Peter MacDougall (Chair), Mr. Don Barthelmess, Mrs. Lynda Fairly, Dr. Jack Friedlander, Mr. Tom Garey, Mr. Bill Hamre, Dr. Charles Hanson (first 10 minutes), Mr. Bill Hull, Ms. Kathy O'Connor, Mrs. Janice Peterson, and Mr. William Sutton (ASB Representative)

Guests: Ms. Jo Bedard, Mr. John Marrasso, and Ms. Ana Wilson

### I. Call to Order

The Chair called the meeting to order and noted that Dr. Hanson requests feedback on his draft of Standard VII, Financial Resources, for the Accreditation Self-Study. The members received copies of Standard VII in advance of the meeting.

- II. Jo Bedard distributed copies of the Redesign Survey and the preliminary results; 750 surveys were sent out, 267 were returned. The responses on favorability are higher than the previous survey. Seventy-two percent believed they had received excellent to adequate information. More than 50 percent felt the effect of Redesign on the College as a whole will be positive. Detailed results may be found in the tally sheet Ms. Bedard distributed. Additional analysis will be forthcoming. Ms. Bedard also handed out copies of the free response comments.

### III. Funding for Project Redesign

The Chair distributed copies of his memorandum to Howland Swift and Kate Bennett, and summarized both the progress of past efforts to secure grants and the approach to be taken in the future. Phase II of Redesign will explore funding on a project by project basis in addition to pursuing college-wide backing. Mr. Marrasso summarized his meeting with Mr. Swift and Ms. Bennett. The grant writing process needs to be one of education. We should explore grants within industry. The grants are often small but significant to faculty members. IBM and Microsoft are examples. John mentioned Netscape for its dedication to higher education and the availability of services at low or no cost. John suggested correspondence to the Netscape organization to explore funding by virtue of our expanding use of Web technology. Dr. MacDougall said that we would follow up with Ms. Bennett.

- IV. The chair congratulated Mr. Marrasso on his support and direction for the College during past months. The December 5, 1995, meeting will be John's last visit with the Council. John expressed his appreciation for the collegiality and professionalism demonstrated by SBCC personnel.

V. Redesign Red Flags

Mr. Marrazzo summarized the areas of possible threat to Project Redesign's success.

- A. The Steering Committee (CPC) needs to take on the challenge of sustaining momentum for Project Redesign.
- B. Adherence to the Redesign methodology should be maintained. CPC should make sure that the teams do not deviate. The potential for moving away from the methodology will increase over time. Continuity will be discontinuous as members of the Council and/or the Technical Team change.
- C. The Blueprint needs continual attention. We must use it as an ongoing instrument for managing redesign.
- D. Revisit the measurements for success for the Steering Committee in managing the project. Very important that the Steering Committee measures its role.
- E. As we start clarifying procedures, we need to decide how much and where we are going to retrofit. This might mean getting a report from a team that has not yet provided it, make corrections, undertake "clean up."
- F. One of the most significant challenges is that CQI has not been incorporated into Redesign. The danger of introducing it at this point is the possible perception that CQI will be viewed as a new, separate, and massive effort. The danger of not doing CQI is that if measurements do not exist for assessing backward movement, backward movement will occur. CQI is the insurance that cultural change has taken place. We've invested too much to let this go. We need measurements to show us where we are succeeding. CQI will offer the opportunity for continuous incremental improvements. Need assistance on this from either an internal or external expert.
- G. Yellow Flags: Turf issues are going to become a critical part of the campus dialogue. They are starting to surface now. Suggestions for managing:
  - 1. Prototyping is crucial. If you prove the viability of a concept, it will have serious considerations for implementation.
  - 2. The sponsorship of a project. Need people who can pave the way, mediate conflict. In administrative areas someone outside administration, such as a senior faculty member, should play the sponsor role. This person clears the way for the work to be done. The Technical Team may not always play this role. The task/function of the sponsor is more important than labeling the person as necessarily representative of one area or another.
- H. Implementation is the make or break issue. There are challenges ahead. We need new skills on implementation. This is uncharted territory.
- I. Data Processing/Technological Support. Information Technology is an enabler of Redesign. Support of Redesign teams with an Information Technology person is currently underway. A second role is the Information Technology requests (which average 8 - 10) arising out of each Redesign project. Mr. Marrazzo noted that sometimes a project may implement a "good enough" plan rather than the

ideal plan. Information Technology resources need to be carefully managed and evaluated. Redesign does not have to have Information Technology in it. We need new models for how Information Technology can be supported as alternatives to the model we are using now (models of automation, departmental liaisons, etc.). CPC needs to address how it is going to support Information Technology.

- J. Communication needs to ascend to a new level. Level one was information on Redesign. Level two is implementation and cultural change.
- K. The teams should make sure their redesigned processes match the Vision Statement.
- L. We need to communicate our measurements. How the redesigned process is measurably better than the old.
- M. Academic Redesign: We should not separate Instructional Redesign from the whole. Non-instructional processes should involve faculty members and faculty should perceive the importance of the non-instructional processes for them.
- N. The 20 projects should end; i.e., the business process reengineering phase should come to a conclusion, to be replaced by CQI. We should be aware that a transition to a process-based structure should dramatically change the way we do things. CPC needs to support the cultural change.

#### VI. Critical Success Factors

Mr. John Marrazzo noted the following items:

- A. Commitment from senior management must continue on all levels, including academic areas. The Board of Trustees should continue to be in touch with Redesign. They must be committed to a cultural change. The Chair suggested that cultural change operationalizes as the willingness to change dramatically, to focus on process rather than function, and the willingness to continue improvement (CQI). Mr. Marrazzo's operationalization: (These changes are taking place as redesign advances.)
  - 1. Redesign organizes by process not function. Reward procedure and evaluation change. Budgeting concepts change to meet the process orientation.
  - 2. Measurement will be client driven rather than management driven.
  - 3. Rapid, radical, and dramatic change is thought to be desirable.
  - 4. Emphasis will focus on long, rather than short-range planning.
  - 5. Middle management will change.

The next CPC meeting was scheduled for Tuesday, December 19, 1995. The meeting was adjourned at 4:55 p.m.