

**Santa Barbara City College  
College Planning Council  
Tuesday, December 3, 2013  
3:00 – 4:30 p.m.  
A218C**

**Minutes**

**PRESENT:**

L. Auchincloss, President, CSEA  
P. Bishop, VP, Information Technology  
P. Butler, Chair, Planning & Resources Committee  
R. Else, Sr. Director, Institutional Assessment,  
Research & Planning  
P. English, VP, Human Resources  
J. Friedlander, Executive VP, Ed Programs  
E. Katzenson, AS President  
J. McPheter, Classified Staff Representative  
M. Medel, Supervisor Bargaining Unit  
K. Monda, Academic Senate Representative  
K. Neufeld, President, Academic Senate  
K. O'Connor, Academic Senate Representative  
C. Salazar, Classified Staff Representative  
J. Sullivan, VP, Business Services  
L. Vasquez, VP, Academic Senate  
D. Watkins, Managers Group Representative

**GUESTS:**

C. Alsheimer, Academic Senate  
R. Byrne, Athletics  
M. Lee, Consultant  
L. Maas, Controller  
L. Stark, Instructors' Association  
J. Zavas, Asst. Controller

**ABSENT:**

L. Gaskin, President

**1.0 CALL TO ORDER**

**1.1 M/S/C (Butler/Sullivan) to approve the 11/19/13 CPC minutes. All were in favor.**

**2.0 ANNOUNCEMENTS**

**3.0 INFORMATION ITEMS**

3.1 Replacement of Budgeted Positions – P. English

**4.0 DISCUSSION ITEMS**

4.1 Wisdom of Grant Funded Staff Positions – P. English

Ms. English reported that classified employees become permanent after 12 months of employment regardless of their positions' funding source. She briefly reviewed the lay off and bumping process. Discussion ensued.

It was suggested that any full time staff position associated with a grant come to CPC for approval prior to acceptance of the grant.

It was agreed to submit the agenda item for action at the December 10, 2013 CPC meeting.

- 4.2 Establishment of an Institutional Effectiveness Committee – J. Friedlander  
Dr. Friedlander noted that the proposed committee's name be amended to Institutional Planning and Effectiveness Committee. He stated that the Integrated Planning Workgroup, with the addition of new members is one option for forming the core of the proposed committee. Robert Else stated that the committee would help provide cohesion, guidance and access the campus community, as well as a broader dialog and awareness of the data and reports generated by his department, Institutional Assessment, Research & Planning.

It was agreed to submit the agenda item for action at the December 10, 2013 CPC meeting, and that Mr. Else would, at that time, present the proposed committee's possible membership and goals.

- 4.3 Educational Master Plan: First Reading – R. Else (Att. 4.3)  
Mr. Else requested feedback from the Council with regard to the draft of the Educational Master Plan (EMP). Dr. Matthew Lee, the EMP consultant, presented a brief summary of the response from the campus community to the recent EMP survey. The EMP will be submitted to CPC for a second reading and subsequent vote at the December 10, 2013 CPC meeting. Once approved, it will go before the Board of Trustees for approval and adoption. A rollout of the EMP is expected in spring 2014.
- 4.4 Prioritized Facilities Projects: First Reading – L. Gaskin (Att. 4.4)  
Joe Sullivan presented in Dr. Gaskin's place. He referred to Attachment 4.4, Future Bond Program – Proposed Projects when noting that the category of Site Improvement should not have been included in the ranking process. It is expected that another community poll will be conducted by the college's bond measure consultants to assess community support for the proposed projects and for the bond.

The item will return to CPC for a second reading at the December 10, 2013 meeting.

- 4.5 Intercollegiate Athletics – Women's Water Polo: First Reading – R. Byrne (Att. 4.5)  
Mr. Byrne referred to Attachment 4.5 during his presentation. He noted that the addition of a women's water polo and swim program would bring the college into compliance with Title IX. He reviewed the survey process that led to the establishment of the two programs. The possibility of purchasing a bus to transport students to athletic events was discussed.

It was agreed to submit the agenda item for action at the December 10, 2013 CPC meeting.

## 5.0 ACTION ITEMS

- 5.1 Classified Staff Hiring Process: Second Reading – P. Bishop (Att. 5.1)  
**M/S/C (Sullivan/O'Connor) to approve the Classified Staff Hiring Process. All approved.**

- 5.2 Proposal to Offer a Second Six-Week Summer Session Beginning in 2015: Second Reading – J. Friedlander (Att. 5.2A & 5.2B)  
**M/S/C (Bishop/Katzenson) to approve the Proposal to Offer a Second Six-Week Summer Session Beginning in 2015. Discussion ensued.**

Dr. Friedlander reviewed the costs and benefits of the proposal as exemplified in Attachment 5.2B, Cost-Benefit Analysis for Adding a Second Six-Week Summer Session. Mr. Sullivan added that the establishment of two summer sessions in 2015 would aid in the recovery of borrowed FTES.

Dr. Friedlander reviewed the timeline for the proposal (Attachment 5.2A, Timeline for Preparing for the Implementation of Two, Six Week Summer Sessions in 2015). He stated that, most likely in February, he will submit to Council a list of resources including additional staff support needed to support a second summer session. The resources required to support two, six week summer sessions would be based on his consultation with managers and the input they received from the faculty and staff in their areas. He noted that a decision to offer a second summer session in 2016 can be made in November 2015 after evaluating the effectiveness of the 2015 back-to-back summer sessions. (This date correction was noted on Attachment 5.2A.)

Discussion regarding staffing resources, staff vacations, the planning frame, the opportunity to recover FTES, and budgeting for two summer sessions followed.

Dr. Friedlander agreed to modify the timeline with regard to additional resources needed and staff input, as well as to include a cut point in March 2014 indicating whether or not the college will proceed with two summer sessions in 2015 based on feedback from the campus community. He noted that to allow for the option to offer a second summer session in 2015, the proposed academic calendar for 2014-15 would need to be approved.

**The motion was modified to include in the timeline (Att. 5.2A: Submit request for additional resources to CPC - March 2014 - Jack Friedlander) a decision point as to whether or not the Council will move forward with the Proposal to Offer a Second Six-Week Summer Session Beginning in 2015. The motion passed with 14 in favor and one opposed.**

- 5.3 Ranking Resource Requests: Second Reading – P. Butler  
It was agreed to table this action item until the December 10, 2013 CPC meeting.

## 6.0 ADJOURNMENT

- 6.1 The next regularly scheduled CPC meeting will be held on Tuesday, December 10, 2013 in Room 218C, 3:00-4:30 p.m.

**Santa Barbara City College  
College Planning Council  
Tuesday, December 10, 2013  
3:00 – 4:30 p.m.  
A218C**

**Minutes**

**PRESENT:**

L. Auchincloss, President, CSEA  
P. Bishop, VP, Information Technology  
P. Butler, Chair, Planning & Resources Committee  
R. Else, Sr. Director, Institutional Assessment,  
Research & Planning  
P. English, VP, Human Resources  
J. Friedlander, Executive VP, Ed Programs  
E. Katzenson, AS President  
J. McPheter, Classified Staff Representative  
M. Medel, Supervisor Bargaining Unit  
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K. Neufeld, President, Academic Senate  
K. O'Connor, Academic Senate Representative  
C. Salazar, Classified Staff Representative  
J. Sullivan, VP, Business Services  
L. Vasquez, VP, Academic Senate  
D. Watkins, Managers Group Representative

**GUESTS:**

R. Byrne, Athletics  
L. Stark, Instructors' Association  
J. Zavas, Asst. Controller

**ABSENT:**

L. Gaskin, President

**1.0 CALL TO ORDER**

Kenley Neufeld chaired the meeting in Dr. Gaskin's absence.

**2.0 ANNOUNCEMENTS**

**3.0 INFORMATION ITEMS**

**3.1 Replacement of Budgeted Positions – P. English**

Ms. English reported that she had two budgeted positions that were being replaced through reassignment; she deferred until agenda item 4.3.

**4.0 DISCUSSION ITEMS**

**4.1 Facilities, Planning & Campus Development - Review – J. Hendricks (Att. 4.1)**

Ms. Hendricks referred to Attachment 4.1, Facilities, Planning & Campus Development during her presentation. She reviewed the five categories included in

the document: Work Orders and Minor Maintenance, Infrastructure and Scheduled Maintenance, Major Maintenance and Facility Improvement, Capital Improvement or New Construction, and Program Review. Ms. Hendricks agreed to add a bulleted item to the Request or Need Determination Process category of Infrastructure and Scheduled Maintenance indicating work identified through a work order. Discussion of category E, Program Review, followed the presentation. Ms. Hendricks reported that she identifies the category into which each request is channeled. She noted that Program Review requests are routed according to the nature of the request; if the request does not fall into normal maintenance and repair, it is placed in the Program Review category. She further noted that it is helpful to have a deadline for such requests. Ms. Hendricks stated that after requests are categorized into Program Review, they are submitted to CPC for ranking. Ms. Hendricks agreed to add information in the document pertaining to where a listing of current facilities requests and projects can be found, such as the Facilities website.

4.2 ACCJC Follow-Up Report from the Accreditation Task Force: First Reading – R. Else (Att. 4.2)

Mr. Else requested that the Council and Council members' constituents read the report and email him recommendations.

4.3 Reduction in State Allocation for the Non-Credit Student Success and Support Program (SSSP) Allocation (formerly called the Non-Credit Matriculation Program) for 2013-14 and Anticipated Additional Reductions in 2014-15: First Reading – J. Friedlander (Att. 4.3)

Dr. Friedlander reported on the reduced SSSP allocation budget and the options to stay within the new budget allocation. He noted that in anticipation of the budget reduction, a temporary contract counselor currently supported by the SSSP allocation will not be hired as full time with benefits starting next year. He further noted that Pat English has identified vacant positions for two of the three reduced positions in non-credit impacted by this budget reduction. One of the vacant positions is an 11 month position and the non-credit employee transferring into it is a 12 month employee. Therefore, Dr. Friedlander requested that the Council approve \$5000 (one month's salary and benefits) needed to backfill the position, which will begin January 6, 2014.

**M/S/C (Bishop/Monda) to approve \$5000 needed to backfill one month of employee salary and benefits for an 11 month employee transferring to a 12 month position. Discussion ensued.**

**M/S/C (O'Connor/Auchincloss) to move the agenda item to action. All approved the motion to approve \$5000 needed to backfill one month of employee salary and benefits for an 11 month employee transferring to a 12 month position.**

## 5.0 ACTION ITEMS

5.1 Ranking Resource Requests: Second Reading – P. Butler

**M/S/C (Butler/O'Connor) to approve ranking only those resource requests identified as priority one (1) by departments. All approved.**

- 5.2 Grant Funded Staff Positions: Second Reading – P. English  
**M/S/C (Butler/O'Connor) to approve the procedure by which a permanent staff position associated with a grant must come to CPC for approval before acceptance of the grant. All approved.**

Following discussion, it was agreed, with regard to the issue of a grant's impact on the college, to follow the model proposed by the District Technology Committee to determine the impact of grants on programs and departments before the Program Review deadline. It was requested that reports on the impact of grants on college resources be presented to CPC.

- 5.3 Establishment of an Institutional Effectiveness Committee: Second Reading – J. Friedlander  
This agenda item was tabled until the next CPC meeting on February 4, 2014.
- 5.4 Educational Master Plan: Second Reading – R. Else (Att. 5.4)  
**M/S/C (Bishop/Sullivan) to approve the Educational Master Plan. All approved.**
- 5.5 Prioritized Facilities Projects: Second Reading – L. Gaskin (Att. 5.5)  
**M/S/C (Bishop/Sullivan) to approve the prioritized list of proposed facilities projects as outlined on Attachment 5.5, Future Bond Program – Proposed Projects. All approved.**
- 5.6 Intercollegiate Athletics – Women's Water Polo: Second Reading – R. Byrne (Att. 5.6)  
**M/S/C (O'Connor/Watkins) to approve \$30,000 to fund a Women's Water Polo program to begin fall 2014. All approved.**

## 6.0 ADJOURNMENT

- 6.1 The next regularly scheduled CPC meeting will be held on Tuesday, February 4, 2014 in Room 218C, 3:00-4:30 p.m.

## **Proposed Reorganization to Replace the CE/Credit ESL Faculty Liaison Position with a 12 Month CE Certificated Coordinator Position**

### **CE/Credit ESL Faculty Liaison Position**

Backfill 30 TLUs: \$51, 861.00

Stipends for faculty to  
work during intersession: \$30, 836.92

**TOTAL: \$82, 697.92**

### **CE Certificated Coordinator** (salary level 140)

Annual cost of position: \$76, 344.00

11% payroll cost: \$8, 397.84

Family level district benefits: \$19,000.00

**TOTAL: \$103, 741.84**

### **Increased Cost to Support Certificated Coordinator Position:**

**(\$103, 741.84 - \$82, 697.92) = \$21,043.92**

**DRAFT January 28, 2014**

# **Follow-Up Report**

**Submitted by  
Santa Barbara City College  
721 Cliff Drive, Santa Barbara, CA 93109**

**To The**

**Accrediting Commission for Community and Junior Colleges  
Western Association of Schools and Colleges**

**DRAFT January 28, 2014**



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## Report Certification Page

To: Accrediting Commission for Community and Junior Colleges  
Western Association of Schools and Colleges

From: Lori Gaskin, Ph.D.  
Superintendent/President, Santa Barbara City College

This report is submitted to the Accrediting Commission for Community and Junior Colleges (ACCJC) in fulfillment of the requirement for a Follow-Up Report in the ACCJC notice of removal from Warning sanction issued to Santa Barbara City College in ACCJC correspondence dated July 3, 2013. We, the undersigned members of the Santa Barbara City College Accreditation Task Force, certify that the Follow-Up Report was prepared in an inclusive and broad-based manner and affirm that this document accurately reflects the nature and substance of the institution.

(provide lines for signatures in final version)

Liz Auchincloss, Chair, Classified Consultation Group

Marty Blum, President, Board of Trustees

Allison Curtis, Associate Dean, Educational Programs Student Support Services

Robert F. Else, Sr. Director, Institutional Assessment, Research, and Planning

Lori Gaskin, Ph.D., Superintendent/President

Peter Haslund, Ph.D., Former President, Board of Trustees; current Board member

Elie Katzenson, President, Associated Student Body

Kenley Neufeld, President, Academic Senate, Library Director

Dean Nevins, Ph.D., Interim Dean, Educational Programs

## Introduction

On January 31, 2012, the Accrediting Commission for Community and Junior Colleges (ACCJC) notified SBCC that it had been placed on Warning sanction as a result of its findings that during the difficult period of Board and Superintendent/President transition in 2011, Santa Barbara City College (SBCC) had violated certain Accreditation Standards having to do with leadership and governance. The ACCJC action required that SBCC prepare a Special Report providing evidence that the College has corrected the violations, and evidence that the College has adequately addressed three Commission Recommendations, resolved the deficiencies, and now meets the Eligibility Requirements and Accreditation Standards. On February 25, 2013, SBCC submitted its Special Report to ACCJC. On April 30, 2013 an ACCJC Evaluation Team visited SBCC to conduct interviews and further evaluate the College in light of the Special Report.

At its meeting on June 5-7, 2013, the ACCJC reviewed the SBCC Special Report, the Evaluation Team's Report, and the presentation by a College representative at the Commission meeting. On July 3, 2013 the ACCJC notified SBCC of its decision to remove the Warning sanction, with the requirement that SBCC submit a Follow-Up Report by March 15, 2014 providing evidence of full and sustained resolution of Commission Recommendations 1 through 3 as noted below. The Follow-Up Report will be followed by a visit of Commission representatives sometime in Spring 2014.

- **Commission Recommendation 1:** In order to meet Accreditation Standards, the Board of Trustees should receive additional and topic-specific training from "outside experts" on the appropriate roles of the Board and Superintendent/President, and the requirements of Standard IV. This training should be agendaized and occur at a public meeting. The Board should further demonstrate compliance with these roles and responsibilities in its processes for Board evaluation and the Superintendent/President's evaluation. (Standard IV.B.1.d, g and j)
- **Commission Recommendation 2:** In order to meet Accreditation Standards, the Board should revise its code of ethics policy to align with Accreditation Standards and policies (and the legal requirements of the board), identify a procedure, and the person(s) responsible for enforcement of the policy. The Board should also rectify its own behavior to comply. (Standard IV.B.1.h)
- **Commission Recommendation 3:** In order to meet Eligibility Requirements and Accreditation Standards, the Board of Trustees should re-direct its focus to creating an environment for empowerment, innovation, and institutional excellence. Through established governance structures, processes, and practices, the Board should work

With administrators, faculty, staff, and students for the good of the institution. The Board should focus its Work toward ensuring that it Works in a collegial manner to support the accomplishment of the college mission and improvement of student learning programs and services. (Eligibility Requirements 3, 4, and 21; Standards IV.A.I; IV.A.2.a and b; IV.A.3; IV.A.4; IV.A.5; IV.B.I; IV.B.I.a, b, e and j; and IV.B.2.a through e)

This Follow-Up Report provides evidence of full and sustained resolution of Commission Recommendations 1 through 3 above.

## Report Preparation

This Follow-Up Report was prepared by the Accreditation Task Force (ATF), consisting of the following representatives:

- Liz Auchincloss, Chair, Classified Consultation Group
- Marty Blum, President, Board of Trustees
- Allison Curtis, Associate Dean, Educational Programs Student Support Services
- Robert F. Else, Sr. Director, Institutional Assessment, Research, and Planning
- Lori Gaskin, Ph.D., Superintendent/President
- Peter Haslund, Ph.D., Former President, Board of Trustees; current Board member
- Elie Katzenson, President, Associated Student Body
- Kenley Neufeld, President, Academic Senate, Library Director
- Dean Nevins, Ph.D., Interim Dean, Educational Programs

The ATF was originally convened in mid-2012 to coordinate the College's response to the ACCJC warning sanction issued in January 2012. When the College was removed from warning in July 2013, the ATF continued its work on the required Follow-Up report. The ATF met bi-weekly to research, communicate with other constituent groups across campus, and prepare the Follow-Up report. The basic timeline is shown below:

- July 3, 2013: Letter from ACCJC removing the College from warning and requiring a Follow-Up report and subsequent follow-up visit.
- July through early December 2013: Research, prepare and review drafts of the Follow-Up Report
- December 10, 2013: First Reading of the Follow-Up Report by the College Planning Council
- Late December 2013 - January 2014: Semester Break
- February 4, 2014: Second Reading of the Follow-Up Report by the College Planning Council
- February 14, 2014: First Reading of the Follow-Up Report by the Board of Trustees
- February 27, 2014: Second Reading of the Follow-Up Report by the Board of Trustees
- March 10, 2014: Report mailed to ACCJC

## Commission Recommendation 1

**In order to meet Accreditation Standards, the Board of Trustees should receive additional and topic-specific training from “outside experts” on the appropriate roles of the Board and Superintendent/President, and the requirements of Standard IV. This training should be agendized and occur at a public meeting. The Board should further demonstrate compliance with these roles and responsibilities in its processes for Board evaluation and the Superintendent/President’s evaluation.**

Note to readers of the January 28 2014 Draft: The “link to evidence” links in the following pages refer to documents such as meetings of minutes, Board Policies, and others. These links are not yet active, but will be in subsequent drafts. A complete set of evidence documents will be included final version of the report, and will also be listed in an Appendix.

This recommendation has two parts that are addressed separately below.

**(1) The Board should receive training from “outside experts” during public meetings on the appropriate roles of the Board and Superintendent/President and the requirements of Standard IV.**

The Board of Trustees has demonstrated its commitment to ongoing training relevant to the above recommendation, as evidenced by the following events. All Board members took part in each event, except where noted:

### Academic Year 2011-12

- January 21, 2012: Board Retreat, facilitated by George Haynes, PhD., Organizational & Communications Consultant. [\[link to evidence\]](#) Topics included, but were not limited to:
  - Review of Board Self Evaluation and Recommendations For Enhancing Board Effectiveness
  - Disagreements, Conflicts, Tensions
  - Role of the Board
  - A Shared Vision for SBCC
- January 2012: Effective Trustee Workshop, Community College League of California, Sacramento, CA
- May 4-6, 2012: Annual Conference, Community College League of California, San Diego. (Trustees Blum, Haslund, Villegas)

### Academic Year 2012-13

- November 2012: Annual Conference, Community College League of California, Los Angeles, CA
- December 13, 2012: Brown Act and California Public Records Act Training, facilitated by Craig Price, Partner, Griffith & Thornburgh, LLP [\[link to evidence\]](#)
- January 25-28, 2013: Effective Trustee Workshop and Legislative Conference, Community College League of California, Sacramento, CA (Trustees Haslund, Nielsen, Kugler, Blum, Macker, Gallardo)
- January 31, 2013: Training on roles of the Board and Superintendent/President, and requirements of Accreditation Standard IV, conducted by Dr. Ben Duran, retired Superintendent/President of Merced College. [\[link to evidence\]](#)
- May 3-5, 2013: Trustee Conference Lake Tahoe (Trustees Kugler, Gallardo, Haslund)

### Academic Year 2013-14

- August 7, 2013: Board Retreat [\[link to evidence\]](#)
  - Using [BP 2200 Board Duties and Responsibilities](#) as a framework, Superintendent/President Gaskin led the Board through a series of scenarios which were reviewed and discussed as a group within the context of the role and responsibilities of the Board of Trustees.
- November 2013: Annual Conference, Community College League of California, San Francisco, CA
- December 5, 2013: Brown Act and California Public Records Act Training, facilitated by Craig Price, Partner, Griffith & Thornburgh, LLP [\[link to evidence\]](#)
- January 24-26, 2014: Effective Trustee Workshop, Community College League of California, Sacramento, CA (includes a special workshop on Ethics Training) [\[link to evidence\]](#)
- Board President Marty Blum, 2013-2015: Excellence in Trusteeship Program - Community College League of California [\[link to evidence\]](#)

The Brown Act and California Public Records Act trainings in December 2012 and December 2013 are especially significant in that these are directly relevant to Finding #6 as described in the ACCJC January 31, 2012 warning sanction letter to SBCC: "Board violation of the Brown Act, public disclosure, and employee contracts and agreements."

The Board's 2012-13 Annual Goals include a goal relevant to Commission Recommendation 1:

- Board Relationships: Cultivate and maintain constructive working relationships among Board members and between the Board and the CEO.

In the Board's 2013-14 Annual Goals, adopted at the August 22, 2013 Regular Meeting ([www.sbcc.edu/boardoftrustees/goals.php](http://www.sbcc.edu/boardoftrustees/goals.php)), four of the seven goals deal with topics directly related to Commission Recommendation 1:

- Accreditation: Provide leadership in ensuring:
  - (a) the college meets the standards of accreditation as set forth by the Accrediting Commission for Community and Junior Colleges (ACCJC).
  - (b) the Board's governance practices align with the standards of accreditation.
  - (c) the structure and processes are in place to undertake the institutional self evaluation study in preparation for ACCJC's comprehensive site visit in Fall 2015.
- Board Development: Develop and implement an annual Board Development Plan (discussed at August 7, 2013 Study Session, September 12, 2013 Study Session)
- Board Relationships: Foster constructive working relationships among Board members and between the Board and the Superintendent/President.
- Creation of a Board Development Plan which includes regular and ongoing education and training as one of its components. As stated in the minutes of the August 7, 2013 Special Meeting, "In December the Board will review the board policy on ethics. Every year a presentation on the Brown Act will be provided, and on election years, an orientation for prospective board members. Study Sessions will be noted as part of this plan." [\[link to evidence\]](#)

**(2) The Board should further demonstrate compliance with these roles and responsibilities in its processes for Board evaluation and the Superintendent/President evaluation.**

Board Self-Evaluation

The Board evaluation instrument was discussed at the July 27, 2012 Board Retreat, and at the August 9, 2012 Special Meeting and Study Session.

The process for Board evaluation is defined in Board Policy 2745: Board Self-Evaluation. Compliance with this process is demonstrated by the minutes of the June 27, 2013 Board meeting (Board Agenda Item 2.3) which noted that the results of the Board's self-evaluation was presented and discussed by the Board. [\[link to evidence\]](#).

Board Policy 2745 also specifies the development of annual Board goals, and compliance is demonstrated by the minutes of the August 22, 2013 Board meeting (Board Agenda Item 2.2) [\[link to evidence\]](#). Together, these demonstrate the Board's compliance with its roles and responsibilities with regard to self-evaluation.

Superintendent/President Evaluation



The establishment of a process for evaluation of the Superintendent/President is articulated in Board Policy 2435: Evaluation of Superintendent/President. The process itself is specified in Administrative Procedure 2435 Evaluation of Superintendent/President. Both the BP and the AP include appropriate references to Accreditation Standard IV. Compliance with the roles and responsibilities with regard to evaluation of the Superintendent/President is evidenced by the closed session meetings conforming to the schedule detailed in AP 2435 during which the evaluation of the Superintendent/President took place:

- September 2012 and January 2013 (exact dates TBD)
- Special Meeting of May 9, 2013, June 6, 2013, June 13, 2013, and June 27, 2013.
- [Include closed session on second meeting in January 2013 for president eval]
- The Superintendent/President's contract was approved through the adoption of an amendment to the contract that was noted in the July 25, 2013 Regular Board meeting minutes.

### **Summary**

In summary, the Board has amply demonstrated compliance with Commission Recommendation 1 through recurring topic-specific public agendaized trainings on appropriate roles and the related accreditation standards. The Board demonstrates plans to continue relevant training. The Board has also demonstrated compliance with these roles and responsibilities in its processes for Board evaluation and Superintendent/President's evaluation.

## Commission Recommendation 2

**In order to meet Accreditation Standards, the Board should revise its code of ethics policy to align with Accreditation Standards and policies (and the legal requirements of the board), identify a procedure, and the person(s) responsible for the enforcement of the policy. The Board should also rectify its own behavior to comply. (Standard IV.B.1.h)**

The Board continues to demonstrate its commitment to reviewing and revising Board Policy 2715 Code of Ethics as evidenced by the most recent policy revision dated July 25, 2013. [\[link to evidence\]](#). The Board began its review of the policy at the January 10, 2013 Board Study Session. [\[link to evidence\]](#) The revision clarified and strengthened the policy by adding the following headers which grouped the codes of ethical behavior thematically:

- Act in a manner that reflects the values of the institution
- Demonstrate effective leadership
- Promote and maintain good relations with other Board members
- Promote a healthy professional relationship with the Superintendent/President, faculty and staff

Previously, the Board revised and approved BP 2715 Code of Ethics in March 2012. The evidence supports the dynamic nature of how the Board regularly reviews and updates BP 2715 Code of Ethics. [\[link to evidence\]](#)

BP 2715 Code of Ethics is compliant with Accreditation Standards and state and federal legal requirements. The policy delineates the process to be followed to address violations by any member(s) of the Board. It designates the Board President as the person responsible for the enforcement of the policy. If it is alleged that the Board President has violated the policy, the responsibility is delegated to the Vice President of the Board.

The Board further demonstrates its commitment to BP 2715 by scheduling ethics training at regular Board meetings. This is evidenced by the minutes of the December 13, 2012 meeting reflecting that the Board President distributed and stressed the importance of BP 2715 with the newly elected and incumbent Board members. Ethics training was also conducted at the regular Board meeting on December 5, 2013. [\[links to evidence\]](#)

The Board has also implemented orientation training for new members. [\[links to evidence\]](#)

The Board acts with civility and is attentive to ethical conduct. As evidenced by the videos of its

meetings (see <http://www.youtube.com/user/SBCCBoardofTrustees>), the Board is no longer a contentious assembly of decision makers. Honest disagreements are heard, trustees listen to each other with respect, and policy decisions are made. The Board continues to modify and update its policies, approve recommendations designed to ensure student success, develop evaluation procedures for itself and the Superintendent/President and engage in training programs (both new member orientation and ongoing board development) consistent with ACCJC standards and recommendations.

The Board's behavior demonstrates compliance with BP 2715: *Code of Ethics*. A review of minutes of meetings of the Academic Senate, College Planning Council, Student Senate, Curriculum Advisory Committee, and Board of Trustees since the ACCJC Warning sanction in March 2012 reflects that there is no evidence that the Board has engaged in intrusive behavior into College matters, including College governance committees and processes, curriculum processes and college operations, or other actions as described in the ACCJC January 2012 findings. The Board has adhered to Board policies and administrative procedures as evidenced by its conduct during its meetings, its official Board actions, and the work carried out in its active subcommittees.

Further, as a direct example of the Board understanding its role and that of the Superintendent/President, the Board reviewed and adopted Board Policy 2410: *Board Policy and Administrative Procedure* on July 27, 2013. [\[link to evidence\]](#) The revised policy appropriately delegates the responsibility for administrative procedures to the Superintendent/President:

"Administrative procedures are statements of specific methods to be used in implementing Board policies. Administrative procedures are issued and revised by the Superintendent/President, in consultation with the appropriate participatory governance groups as stipulated in Board Policy 2510 titled Participation in Local Decision Making. Such administrative procedures shall be consistent with the intent of Board Policy.

The Board recognizes the role of the Superintendent/President in operationalizing Board policy through administrative procedure. As part of the Board's oversight function, the Board will hold the Superintendent/President accountable for ensuring that administrative procedures are consistent with Board policies."

### **Summary**

In summary, the Board has amply demonstrated compliance with Commission Recommendation 2 by revising its code of ethics policy to align with Accreditation Standards and policies and the legal requirements of the board, and has identified the procedure and persons responsible for the enforcement of the policy. The Board acts with civility and is

attentive to ethical conduct.

### **Commission Recommendation 3**

**In order to meet Eligibility Requirements and Accreditation Standards, the Board of Trustees should re-direct its focus to creating an environment for empowerment, innovation, and institutional excellence. Through established governance structures, processes, and practices, the Board should work with administrators, faculty, staff, and students for the good of the institution. The Board should focus its work toward ensuring that it works in a collegial manner to support the accomplishments of the college mission and improvement of student learning programs and services.**

As detailed in the March 2013 Special Report, the Board addressed this recommendation and continues to focus its attention on these fundamental aspects of governance. This March 2014 Special Report provides an update of the Board's efforts in this regard by examining the three parts of Commission Recommendation 3: (1) Board re-direction of its focus; (2) Board should work with the College for the good of the institution; and (3) Board should work in a collegial manner.

#### **(1) Board Role and Responsibilities**

Evidence of the Board re-directing its focus, working with the College for the good of the institution, and working in a collegial manner can be measured by its actions. The Board has accomplished this by further stepping back from a more involved role in operational aspects of the college and assuming an appropriate place within the governance structure of the institution more congruent with the policy-level responsibilities of a board of trustees. The Superintendent/President assisted (and continues to assist) the Board in this effort by ensuring that the Board has a perspective of its role as the governing body of a community college district.

In addition, the Superintendent/President, in conjunction with the Board president, is deliberate and purposeful regarding the nature and scope of items which are presented to the Board for consideration and action. Such careful consideration ensures that Board discussion and action are focused on issues that are aligned with the roles and responsibilities of a governing board. Examples include the following agenda items on the Board agenda over the past year. These topics document the policy-level nature of Board dialog, interaction, and engagement:

- Facilities planning/needs (4/11/2013 Study Session, August 7, 2013)
- Future bond consideration (2/21/13 Study Session, 3/14/2013 Study Session,

August 8, 2013 Study Session)

- Educational Master Plan (3/14/2013 Study Session, September 12, 2013 Study Session, 1/9/2014 Regular Meeting First Reading, 1/23/2014 Final Reading and approval)
- Board policy revision and update initiative (June 27, 2013 and prior, July 25, 2013, September 26, 2013, April 5, 2012 and June 11, 2012, Fiscal Subcommittee, ongoing)
- Board Self-Evaluation (4/25/2013 Regular Meeting, 5/23/2013 Regular Meeting)
- Mission statement redefinition (January 10, 2013 Study Session, First and Second Reading on 3/28/2013 and 4/25/2013.
- Joint meeting with the two local K-12 school districts (April 16, 2013)
- Defining budget reserves (Fiscal Subcommittee August 26, 2013, October 7, 2013)
- Accreditation Status (July 25, 2013 [and other dates to be supplied](#))
- Board Organization and Structure (Study session December 6, 2013)
- [Include planned items for Jan 2014 - March 2014](#)

Further, the Board’s annual goals ([www.sbcc.edu/boardoftrustees/goals.php](http://www.sbcc.edu/boardoftrustees/goals.php)) provide insight the Board’s focus and direction. These goals are suitable for a governing body of a community college district and emphasize the appropriate role and responsibilities of such boards.

**(2) Board Education and Development**

The Board’s commitment to ongoing education and professional development has helped the trustees clarify and affirm their role and responsibilities vis-à-vis that of the Superintendent/President and that of college employees. This has shaped and directed their focus and efforts. Of primary importance in this regard is the focus of presentations and discussions placed on the Board agendas at monthly study sessions and regular meetings. Presentation and discussion topics are of an educational, fiduciary, strategic planning, and institutional policy nature. Examples include the following which have engaged the Board in matters aligned with its role and responsibilities:

Date	Topics Discussed
March 14, 2013	Educational Master Plan

	Facility Needs and Future Bond Program
March 28, 2013	California Assembly Bill 955
April 11, 2013	Facilities Planning
April 16, 2013	Joint Board meeting with Santa Barbara Unified School District and Carpinteria Unified School District
May 9, 2013	Title IX
May 23, 2013	California Student Success Scorecard
June 27, 2013	SBCC's One College Initiative
July 25, 2013	Status of Accreditation
August 7, 2013	Role of the Board of Trustees: Scenarios Our Capacity as an Institution
August 8, 2013	Facility needs and future bond program
September 12, 2013	Educational Master Plan
October 10, 2013	Facility needs and future bond program New Educational Program Initiatives
October 24, 2013	Simms/Mann Early Childhood Development Think Tank and Fellowship Program
November 7, 2013	Overview of SBCC Programs in Support of Underserved Populations
December 5, 2013	Brown Act Workshop/Ethics Training Facilities improvement projects
January 9, 2014	Mid-year review of Board Goals; Educational Master Plan
January 23, 2014	Educational Master Plan
February XX, 2014	Technology Update; Co-curricular Academic Programs

The Board's commitment to ongoing education and professional development is further demonstrated by the development of a schedule of study session topics for 2013-14 that is

aligned with the roles and responsibilities of governing boards. [[link the study session board agenda item as evidence](#)].

In addition, the Board's commitment to education and professional development is demonstrated by the trustees' attendance at conferences and workshops including ongoing participation at the Community College League of California's annual Effective Trusteeship Workshop each January, the annual Trustees Conference each May, and the annual League Convention each November. [[link the professional development board agenda item](#)].

### **(3) Board Actions**

Evidence of the Board re-directing its focus, working with the college for the good of the institution, and working in a collegial manner can be found by an examination of its actions - specifically the absence of behaviors incongruent with the roles and responsibilities of trustees. The Board has consistently demonstrated an absence of involvement in day-to-day operations of the college. In the period of more than 2 years following the events cited in the January 31, 2012 ACCJC findings, Board members have not attended college governance meetings (e.g., meetings of College Planning Council, Academic Senate, Curriculum Advisory Committee, Classified Consultation Group, and the like) unless invited. Minutes of these college governance bodies attest to the absence of Board member influence into the nature and content of the college-level governance meetings. The Board has engaged in appropriate discussion, commentary, and inquiry during Board meetings and study sessions. Minutes and recording (see <http://www.youtube.com/user/SBCCBoardofTrustees>) of Board meetings and study sessions provide evidence as to the absence of comments, directives, and questions by the Board that stray into operational details and administrative responsibilities.

That is, it is the absence of actions and behaviors that attest to the Board's redirection of its focus, its efforts to work for the good of the college, and its commitment to work in a collegial manner.

[[Evidence: Insert link to website: CAC minutes, Academic Senate minutes, CPC minutes, Board and Study Session minutes](#)]

### **(4) Empowerment, Innovation, and Institutional Excellence**

In March 2013, the Aspen Institute announced that SBCC was awarded the Aspen Prize for Community College Excellence. This award was given on the basis of the following (as excerpted from the Aspen Institute website):

*“ . . . in recognition of the education and workforce imperatives facing our country, the Aspen Institute, the Joyce, Lumina and W.K. Kellogg Foundations, and the Bank of America Charitable Foundation have partnered to launch the \$1 million Aspen Prize for Community College Excellence.*

*The purpose of the Aspen Prize is to recognize community colleges with outstanding academic and workforce outcomes in both absolute performance and improvement over time. By focusing on student success and lifting up models that work, the Aspen Prize will honor excellence, stimulate innovation, and create benchmarks for measuring progress.”*

Such an honor could not be achieved absent a board committed to empowerment, innovation, and institutional excellence.

Further evidence of the Board’s commitment to empowerment, innovation, and excellence are two prominent awards recently garnered by SBCC employees. In May 2013, an SBCC classified staff member was honored as Classified Employee of the Year by the California Community Colleges Chancellor’s Office. And in November 2013, an SBCC faculty member was honored as U.S Professor of the Year for California by the Council for the Advancement and Support of Education (CASE) and the Carnegie Foundation for the Advancement of Teaching.

#### **(5) College-Level Governance**

Empowerment is fueled by genuine engagement in decision-making and participatory governance. The Board and Superintendent/President are aligned in their commitment to empowerment of the College principally through engagement of College Planning Council (the primary constituent-based participatory governance body of the College) on decision-making matters of import. This has been borne out by the following initiatives launched over the past year through College Planning Council’s oversight:

- Zero-based budgeting to build the 2013-14 budget;
- Classified staffing prioritization needs;
- Educational master planning process;
- Integrated planning process;
- Budget reserve principles;
- Adding a second summer session;
- Facility prioritization;
- [TBD: Look at CPC agendas for more examples]

As further evidence, beginning in 2012-13 the Board embarked upon an extensive review and



update of its policies and administrative procedures. It was recommended through the College's governance process that the Board focus its review solely on Board policies and delegate oversight of the review and updating of the administrative procedures to the President. The Board acknowledged the appropriateness of this recommendation and codified this practice in BP2410: Board Policy and Administrative Procedure.

#### **(6) Collegiality**

The Board engages as a governing body and as individual trustees in an effective, ethical, and professional manner. They treat each other and all who come before them with respect. This is evidenced by Board dialog, interchange, and commentary of the Board's meetings (see recordings at <http://www.youtube.com/user/SBCCBoardofTrustees>). Further, the professional conduct of the Board is supported by examining the comments and outcomes of its annual self-evaluation, conducted every June). [[link to the outcomes of the last evaluation June 27 2013 board meeting - in the attachments](#)] Of particular note, 100% of the Board ranked the statement "*once the Board makes a decision, it acts as a whole*" with marks of *outstanding* and/or *excels* on its June 2013 Board self-evaluation. An additional marker is the ratings for the following Board self-evaluation question: *cultivates and maintains constructive working relationships among Board members and between the Board and Superintendent/President*. One hundred percent of the Board ranked this statement with marks of *outstanding*, *excels*, and/or *good* on its June 2013 Board self-evaluation.

#### **Summary**

In summary, the Board has amply demonstrated compliance with Commission Recommendation 3 through its deliberate focus on creating an environment for empowerment, innovation, and institutional excellence. The Board has worked through established governance structures, processes, and practices in a collegial manner to support the college mission and the improvement of student learning programs and services.

## **Appendix: Listing of Evidence**

To Be Provided