

# **Santa Barbara City College**

**Committed to the Success of Each Student**

## **Institutional Effectiveness Annual Report 2012-2013**

**APRIL, 2014**



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# **Institutional Effectiveness**

## **Annual Report**

2012-2013

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[www.sbcc.edu/institutionalresearch](http://www.sbcc.edu/institutionalresearch)

April, 2014

# **SANTA BARBARA COMMUNITY COLLEGE DISTRICT**

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# CHAPTER I: STUDENT LEARNING, ACHIEVEMENT AND DEVELOPMENT

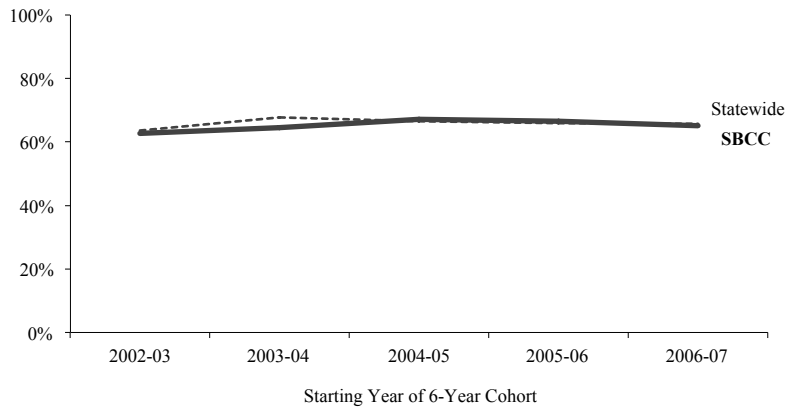
## *Student Success Scorecard*

In response to AB 1417 (2004, Pacheco), *Performance Framework for the Community Colleges*, from 2007 to 2012 the California Community Colleges Chancellor's Office produced the yearly Accountability Reporting for the Community Colleges (ARCC), to assess the success of students in meeting their educational goals. In 2013, the ARCC was replaced by the Student Success Scorecard which can be viewed at [scorecard.cccco.edu](http://scorecard.cccco.edu). The scorecard is based on data submitted annually to the Chancellor's Office through the MIS (Management Information System). To explore the scorecard data in greater detail, including breakouts by gender, age, ethnicity, please visit SBCC's [Tableau](#) data site (Pipeline login required).

### **Persistence**

Percentage of degree and/or transfer-seeking students tracked for six years through 2011-12 who enrolled in the first three consecutive terms. This metric is considered a milestone or momentum point, research shows that students with sustained enrollment are more likely to succeed.

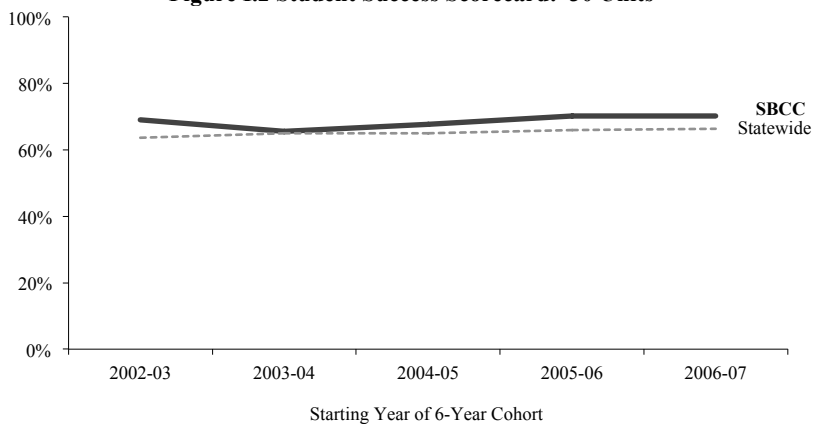
**Figure I.1 Student Success Scorecard: Persistence**



### **30 Units**

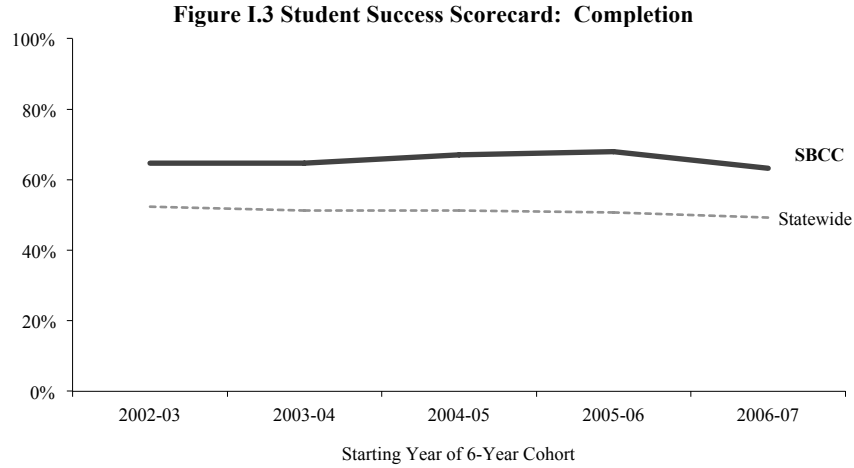
Percentage of degree and/or transfer seeking students tracked for six years through 2011-12 who achieved at least 30 units. Credit accumulation, 30 units specifically, tends to be positively correlated with completion and wage gain.

**Figure I.2 Student Success Scorecard: 30 Units**



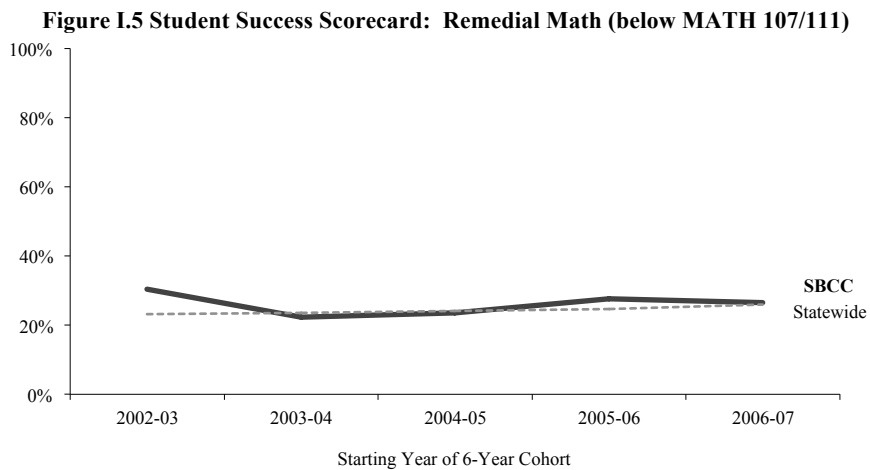
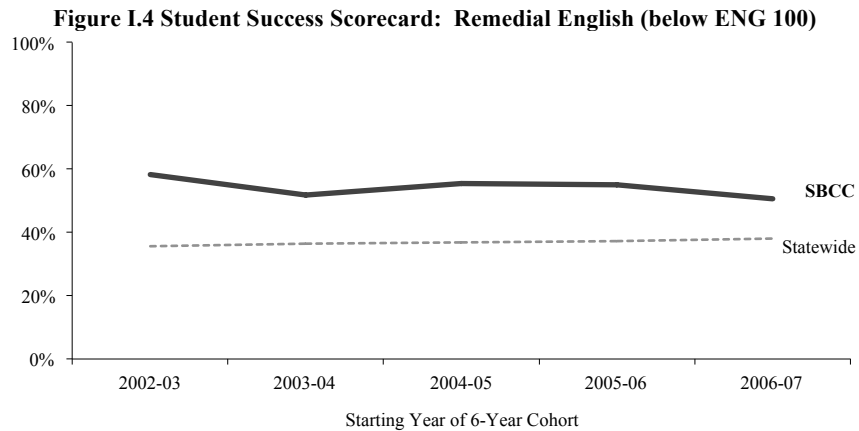
## Completion

Percentage of degree and/or transfer-seeking students tracked for six years through 2011-12 who completed a degree, certificate or transfer related outcomes.

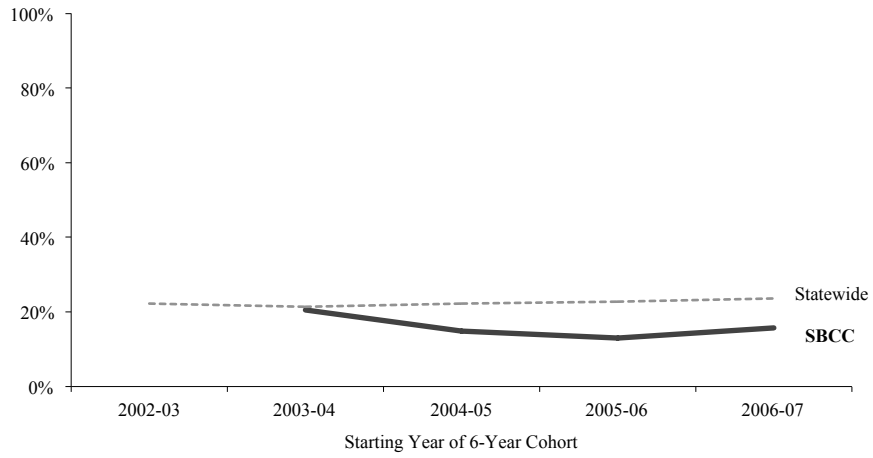


## Remedial

Percentage of credit students tracked for six years through 2011-12 who started below transfer level in English, mathematics, and/or ESL and completed a college-level course in the same discipline. Note that because ENG 100, MATH 107, and MATH 111 are CSU-transferrable, they are considered college-level by the Chancellor's Office.



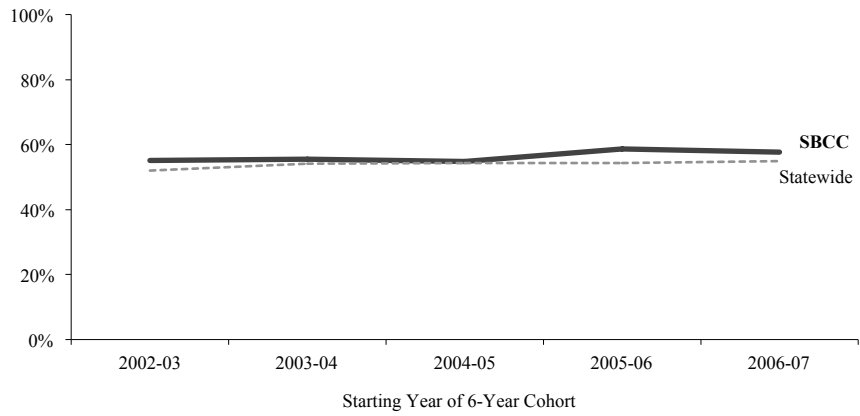
**Figure I.6 Student Success Scorecard: Remedial ESL**



### **Career Technical Education**

Percentage of students tracked for six years through 2011-12 who completed several courses classified as career technical education (or vocational) in a single discipline and completed a degree, certificate or transferred.

**Figure I.7 Student Success Scorecard: Career Technical Education**

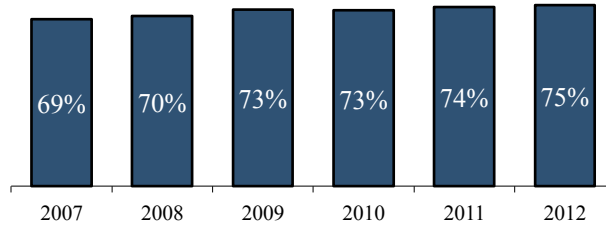


## Preparation of First-Time Students

### Students Placing Below College Level in English

The percentage of first-time students who took an assessment test and who placed below college level in English reading or writing has remained fairly steady over the last six years. Between 25% and 31% of first-time students placed into the college level English course, English 110: English Composition, or higher (see Figure I.8). To explore the assessment data in greater detail, please visit SBCC's [Tableau](#) data site (Pipeline login required).

**Figure I.8 Percentage of First-Time Students Who Placed Below College-level in English Reading or Writing  
Summer/Fall 2008 - Summer/Fall 2012**

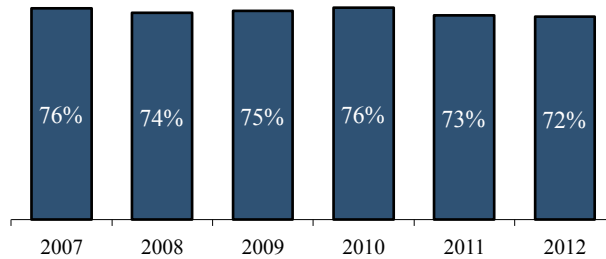


Source: Assessment Office

### Students Placing Below College-Level in Math

The percentage of first-time students who took an assessment test and who placed below college level in math has remained fairly steady over the last six years. Between 24% and 28% of first-time students placed into the college level math course, Math 117: Elementary Statistics, or higher (see Figure I.9).

**Figure I.9 Percentage of First-Time Students Who Placed Below College-level in Math  
Summer/Fall 2008 - Summer/Fall 2012**



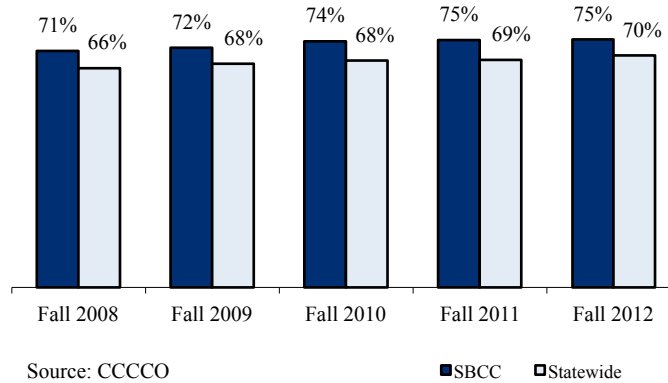
Source: Assessment Office

## Successful Course Completion Rates

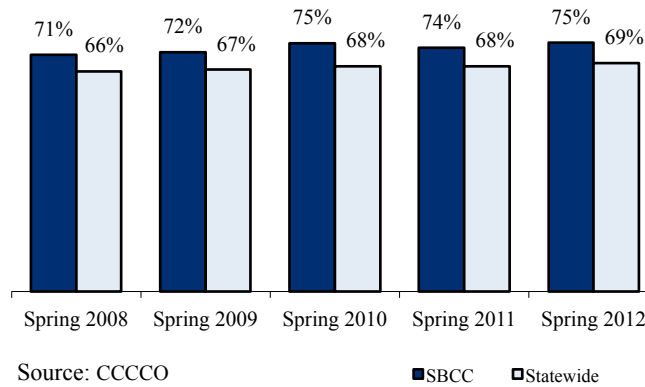
### College-wide Successful Course Completion Rates

SBCC's successful course completion rate, defined as the percentage of students receiving a final grade of A, B, C, CR, or P, has steadily increased over the past 5 years, as shown in the two figures below. In addition, SBCC maintained higher successful course completion rates than the statewide average in all semesters.

**Figure I.10 Fall Successful Course Completion Rates**



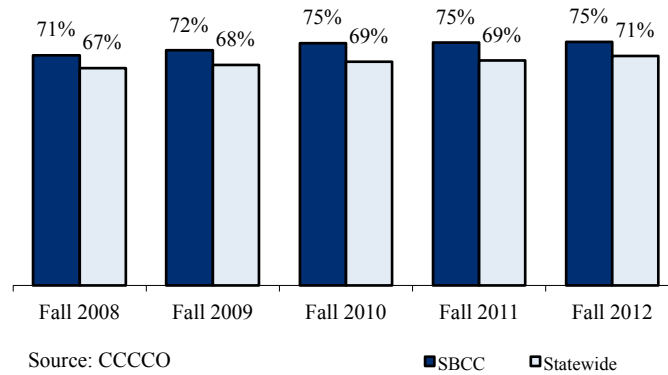
**Figure I.11 Spring Successful Course Completion Rates**



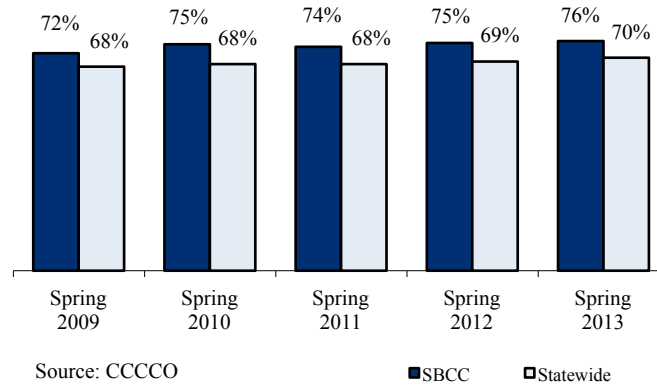
### Successful Completion Rates in Transfer Courses

Successful completion rates in transfer courses increased from year to year in all semesters, with the exception of Spring 2011. Successful completion rates in transfer courses were slightly higher for SBCC than the statewide average in all semesters (see Figures I.12 & I.13).

**Figure I.12 Fall Successful Completion Rates in Transfer Courses**



**Figure I.13 Spring Successful Completion Rates in Transfer Courses**

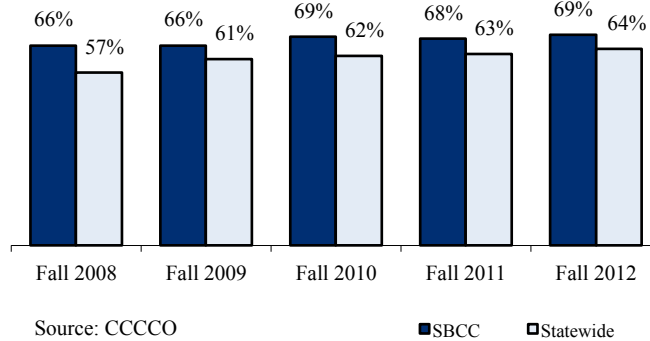




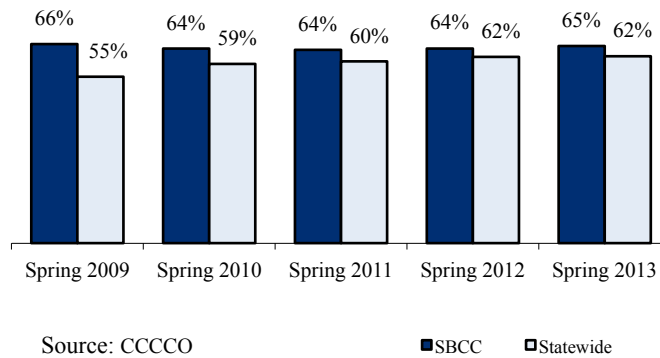
### Successful Completion Rates in Basic Skills Courses

The successful completion rate in all Basic Skills courses has remained between 66% and 69% in Fall semesters, and between 64% and 66% in Spring semesters. Successful completion rates in basic skills courses remain higher for SBCC than the statewide average. However, the statewide average has increased over the last five years, while SBCC's rates have remained virtually the same (see Figures I.14 & I.15).

**Figure I.14 Successful Completion Rates in Basic Skills Courses - Fall**



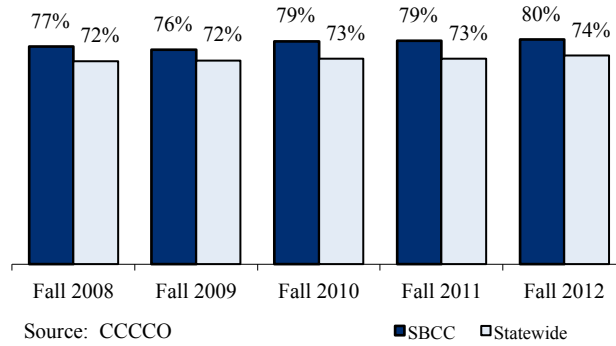
**Figure I.15 Successful Completion Rates in Basic Skills Courses - Spring**



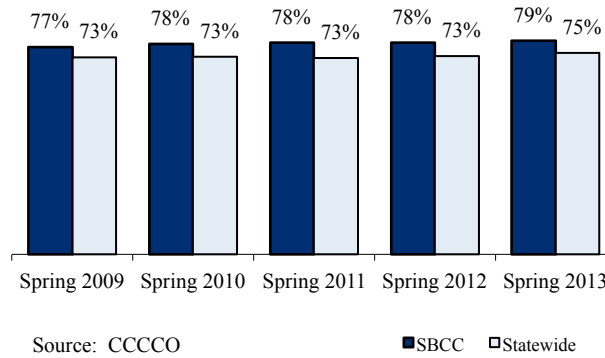
### Successful Completion Rates in Career Technical Courses

The successful completion rate in all career technical courses has remained fairly stable across fall and spring semesters, ranging from 76% to 80%. Successful completion rates in career technical courses were higher for SBCC than the statewide average in every semester (see Figures I.16 & I.17).

**Figure I.16 Successful Completion Rates in Career Technical Courses - Fall**



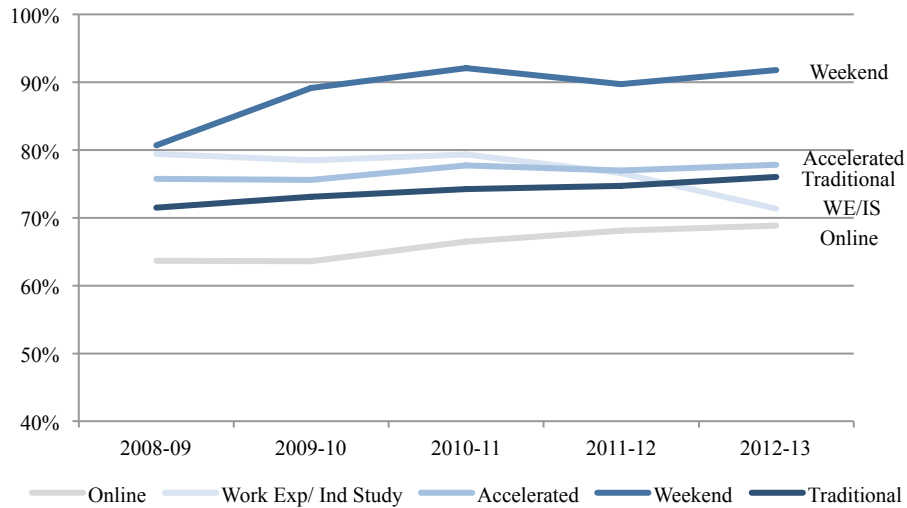
**Figure I.17 Successful Completion Rates in Career Technical Courses - Spring**



## Successful Completion Rates in Alternative Instruction vs. Traditional Courses

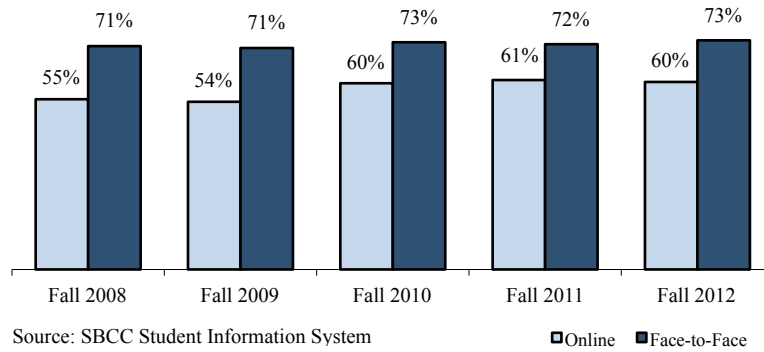
The College has made a commitment to providing instruction in alternative delivery modes to meet the diverse educational needs of students. Our investment in best-practices training for instructors of online courses, and our focus on Human Presence technologies (e.g. Skype, video, chat) in these courses, has resulted in a marked improvement in online course success rates, although they are still below those of other methods. Accelerated courses, which include courses that meet for less than 16 weeks granting three or more units, continue to have a high rate of successful completion. Success rates in Work Experience/Independent Study courses decreased slightly in recent years, while success rates in Weekend courses have increased. Success rates in traditional courses have also increased over the last five years. Traditional courses include all courses that meet on weekdays for at least 16 weeks, and are not online or work experience/independent study.

**Figure I.18 Annual Successful Completion Rates in Alternative Instruction vs. Traditional Courses**

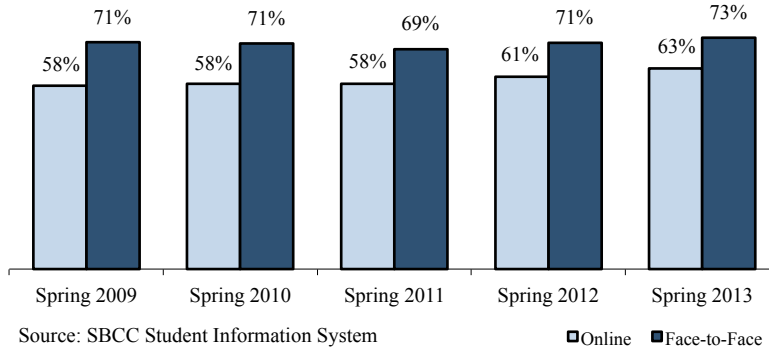


In order to provide a more comparable view of success in the online courses, success rates were calculated for those online courses where the same course was also offered in the traditional face-to-face format. The success rates in this subset of online courses are then compared with the success rates in the comparable face-to-face classes. While success rates in online courses are consistently lower than in comparable courses offered face-to-face, the difference has been decreasing, particularly in spring semesters (see Figures I.19 & I.20).

**Figure I.19 Fall Successful Completion Rates Online vs. Face-to-Face**



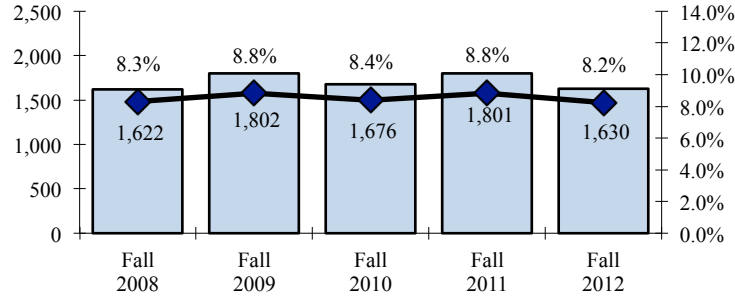
**Figure I.20 Spring Successful Completion Rates Online vs. Face-to-Face**



### ***Students on Academic or Progress Probation or Disqualification and Their Transition to Good Standing***

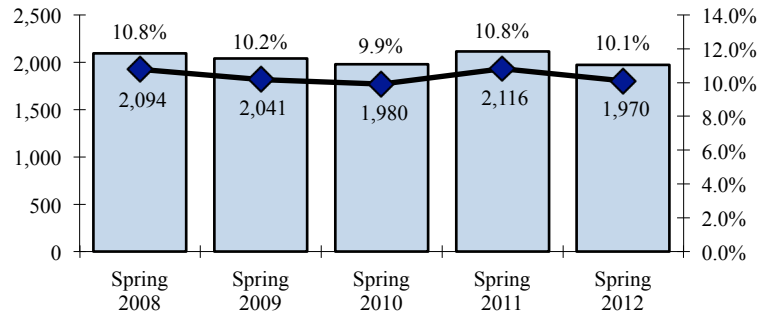
The percentage of all students who ended the term on academic or progress probation or disqualification has remained between 8.3% and 8.8% over the last five Fall semesters (see Figure I.21). The percentage of students who ended spring semesters in such statuses remained between 9.9% and 10.8% across the period (see Figure I.22).

**Figure I.21 Fall Students on Academic or Progress Probation or Disqualification - Total and Percentage of Overall Headcount**



Source: SBCC Student Information System

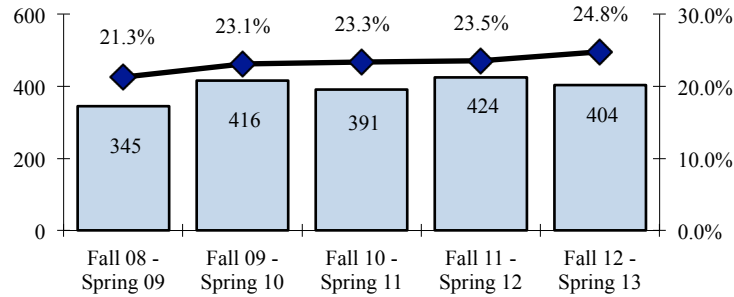
**Figure I.22 Spring Students on Academic or Progress Probation or Disqualification - Total and Percentage of Overall Headcount**



Source: SBCC Student Information System

Of the 1,630 students on academic or progress probation or disqualification at the end of Fall 2012 who enrolled in Spring 2013, 404 (24.8%) transitioned to good standing at the end of Spring 2013 (see Figure I.23).

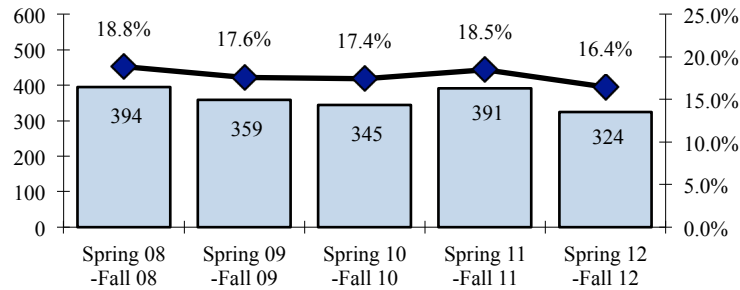
**Figure I.23 Fall Students on Academic or Progress Probation or Disqualification Transitioning to Good Standing by the Following Spring Semester**



Source: SBCC Student Information System

For students who were on academic or progress probation or disqualification at the end of Spring 2012 who enrolled in Fall 2012, 16.4% (324) transitioned to good standing in Fall 2012 (see Figure I.24). These data will continue to be monitored in future years to help determine whether there are any trends toward overall improvement.

**Figure I.24 Spring Students on Academic or Progress Probation or Disqualification Transitioning to Good Standing by the Following Fall Semester**

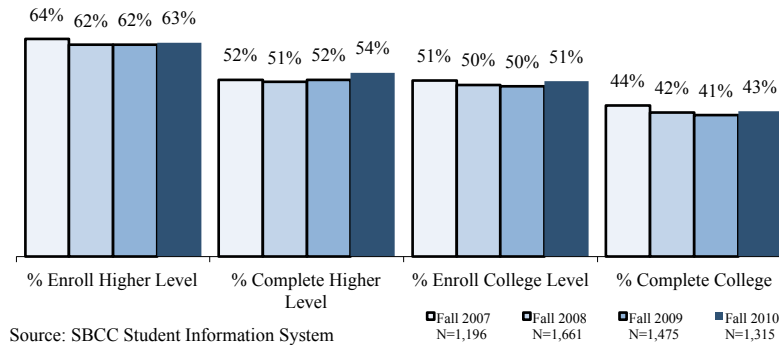


Source: SBCC Student Information System

***Progression through and Completion of the Basic Skills Course Sequence (English, Math and ESL)***

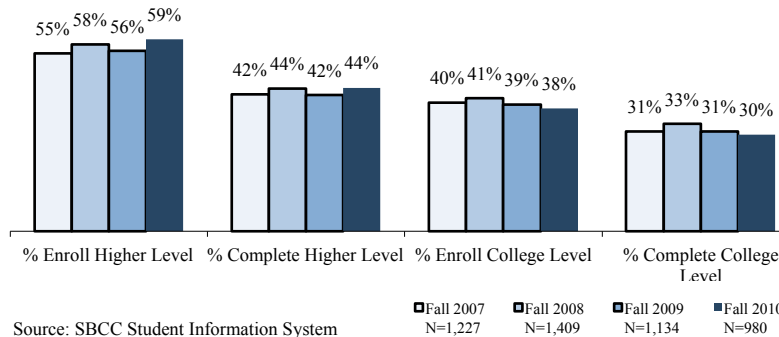
The percentage of students in basic skills courses who subsequently transition into college-level work remains an area of concern. In English, 63% of the students new to the College who enrolled in a basic skills course in Fall 2010 enrolled in a higher level course in the same area of study within three years, and 54% successfully completed at least one higher level course within the same time frame. Fifty-one percent enrolled in the English college-level course (ENG 110) within three years, and 43% completed the course successfully (see Figure I.25).

**Figure I.25 English Basic Skills Students Transition to College Level within 3 Years**



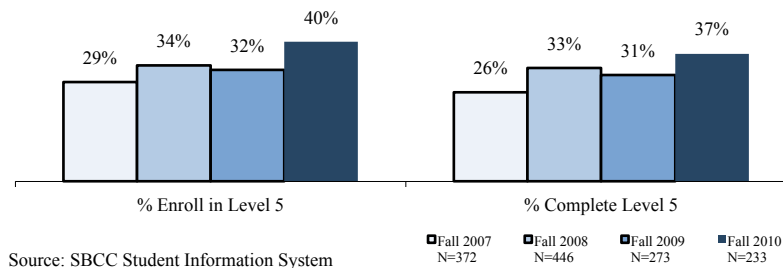
In mathematics, 59% of the students new to the College who enrolled in a basic skills math course in Fall 2010 enrolled in a higher level math course within three years, and 44% successfully completed at least one such course. Thirty-eight percent enrolled in a college level math course within three years, and 30% completed the course successfully (see Figure I.26).

**Figure I.26 Math Basic Skills Students Transition to College Level within 3 Years**



In ESL, 40% of the students new to the College in Fall 2010 who enrolled in at least one ESL course in levels 1-4, subsequently enrolled in a level 5 ESL course within three years, and 37% successfully completed this course within the same time frame (see Figure I.27).

**Figure I.27 ESL Level 1-4 Students Transition to Level 5 within 3 Years**



***Semester and Cumulative GPA of Full-Time Students***

The average semester GPAs of full-time students increased over the period from 2.50 to 2.83. The median semester GPA remained consistent for the first three years of the period, and increased in Fall 2011 and Fall 2012. The mean and median cumulative GPAs have shown consistent increases (see Table I.28).

**Table I.28 Semester and Cumulative GPA of Full-time Students**

Term	Semester GPA		Cumulative GPA at the End of Semester	
	Mean	Median	Mean	Median
Fall 2008	2.50	2.76	2.62	2.79
Fall 2009	2.50	2.75	2.67	2.83
Fall 2010	2.53	2.75	2.68	2.83
Fall 2011	2.57	2.84	2.70	2.85
Fall 2012	2.83	3.00	2.91	3.02

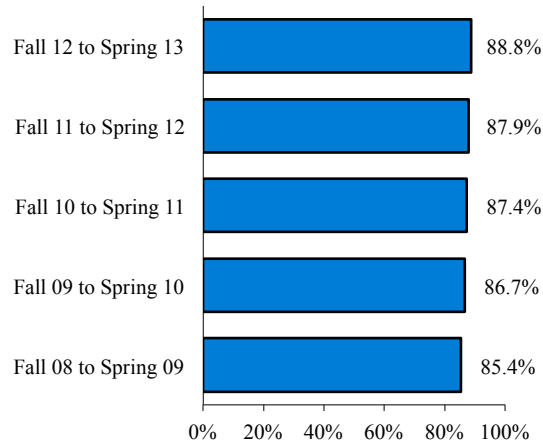
Source: SBCC Student Information System



### ***Persistence Rates of First-Time, Full-Time Students***

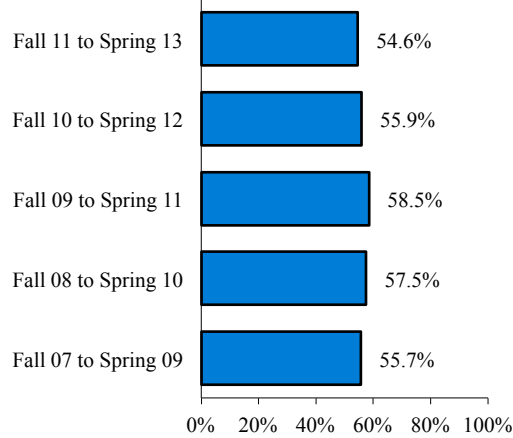
The first-to-second semester persistence rate of first-time, full-time students has remained fairly stable in recent years (see Figures I.29 and I.30).

**Figure I.29 Persistence Rates of First-Time, Full-Time Students  
Fall to Next Spring**



Source: SBCC Student Information System

**Figure I.30 Persistence Rates of First-Time, Full-Time Students  
First to Fourth Semester**

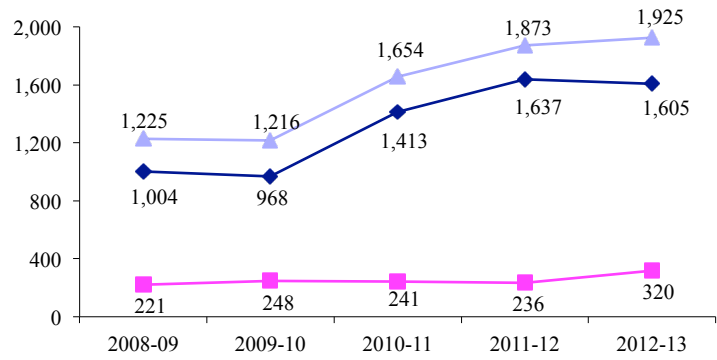


Source: SBCC Student Information System

## Degrees and Certificates Awarded

Degree awards increased noticeably in the last three years (see Figure I.31).

**Figure I.31 Number of Degrees Awarded by Type  
2008-09 to 2012-13**

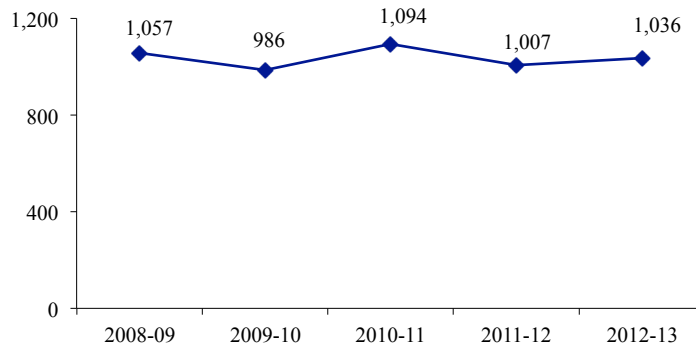


Source: SBCC Student Information System

AA AS Total Degrees

Certificate awards have remained around 1,000 annually since 2008-09 (see Figure I.32).

**Figure I.32 Number of Certificates Awarded  
2008-09 to 2012-13**



Source: SBCC Student Information System

Total Certificates

## Transfers to Four Year Institutions

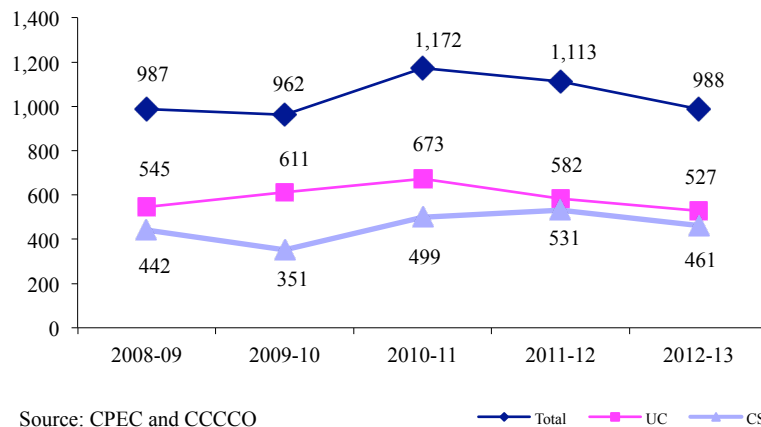
### Transfers to UC and CSU

From 2008-09 to 2012-13, the total number of students transferring annually from SBCC to UC and CSU campuses remained around 1,000. Declines in transfers to CSU occurred in 2008-09 and 2009-10 due to the budget-driven CSU trend towards regionalization, which gives preference to local applicants. However, transfers to CSU increased again in 2010-11 to previous levels (see Figure I.33).

In contrast to the decline in CSU transfers, the sharp increase in UC transfers can be attributed to the UC system adding an extra 500 transfer slots statewide in 2009-10. This was done “to help offset any impact the [freshman] enrollment limit may have on ethnic and socioeconomic diversity. Despite the reduction in entering-class numbers, the UC system [will] still find a space for every eligible California student who applies” according to a statement issued in January 2010 by UC President Mark G. Yudoff (see <http://newsroom.ucla.edu/portal/ucla/regents-cap-uc-enrollment-for-78481.aspx>).

Although transfers to UC schools increased dramatically for two years, it was not enough to offset the decrease in CSU transfers. A special Transfer Task Force has been formed to address this trend.

**Figure I.33 Annual Transfers to UC and CSU**

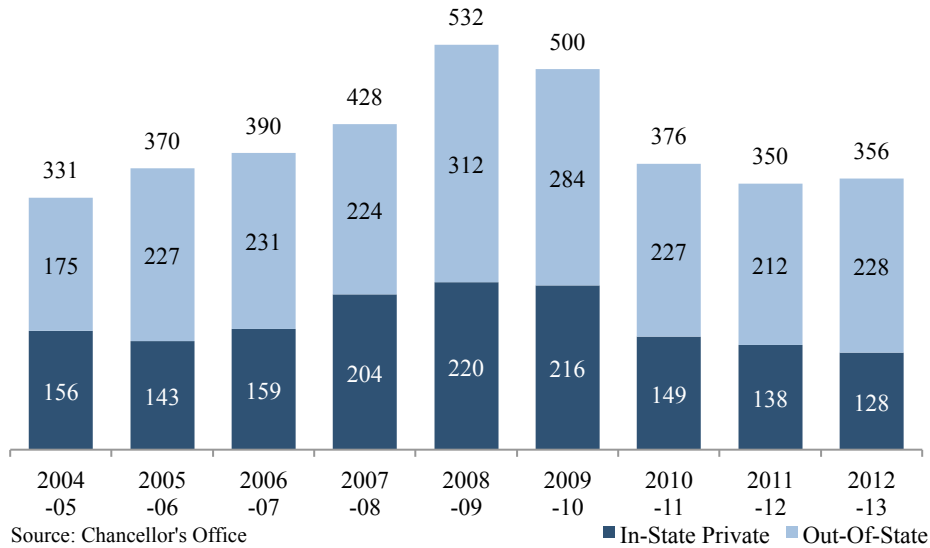


### Transfers to Other Four-year Institutions

The number of students transferring to in-state private and out-of-state institutions increased in 2008-09 and 2009-10, as shown in Figure 1.34. This trend reflects the increasing challenges students face in transferring to the UC or CSU system as noted above. The University of Phoenix leads the list of in-state privates, followed by Antioch University. The top out-of-state transfer destination for 2008-09 is University of Oregon.

The students counted in this report are those who took their first credit course at SBCC, then transferred to a 4-year institution after accumulating at least 12 units anywhere in the California Community College system (which most likely would have been SBCC as well). These data are provided by the Chancellor's Office.

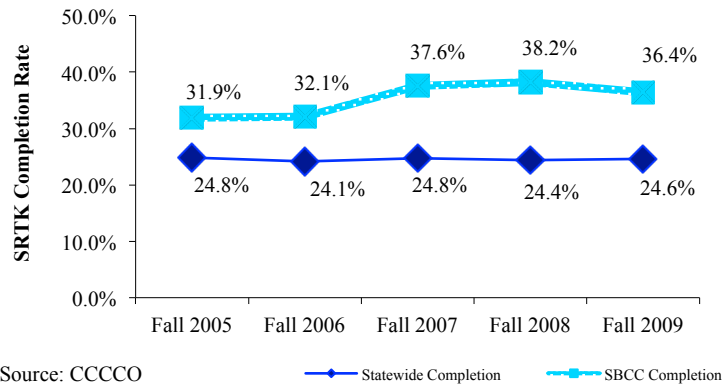
**Figure 1.34 Transfers to In-state Private and Out-of-State Four-year Institutions**



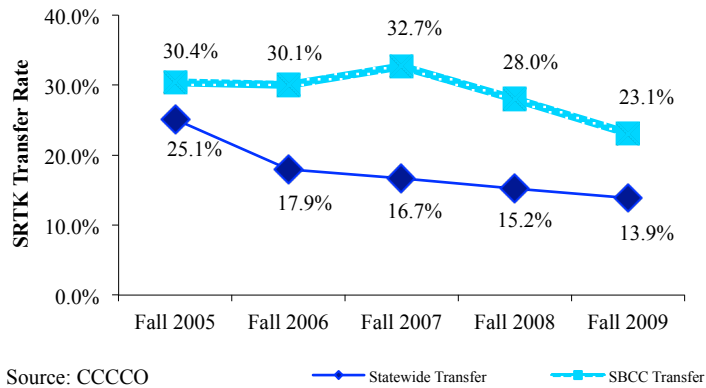
## Student Right-to-Know Act Completion and Transfer Rates

In compliance with the Student-Right-to-Know and Campus Security Act of 1990, it is the policy of all California Community Colleges to provide completion and transfer rates to all current or prospective students. The rates are calculated based on cohorts of first-time, full-time students starting in a fall semester whose self-reported goal is obtaining a certificate, degree or transfer. These cohorts are tracked for a three-year period. SBCC consistently surpassed the statewide rates for the five cohorts in both completion and transfer rates calculated with this methodology (see Figures I.35 and I.36).

**Figure I.35 Student Right-to-Know Completion Rates**



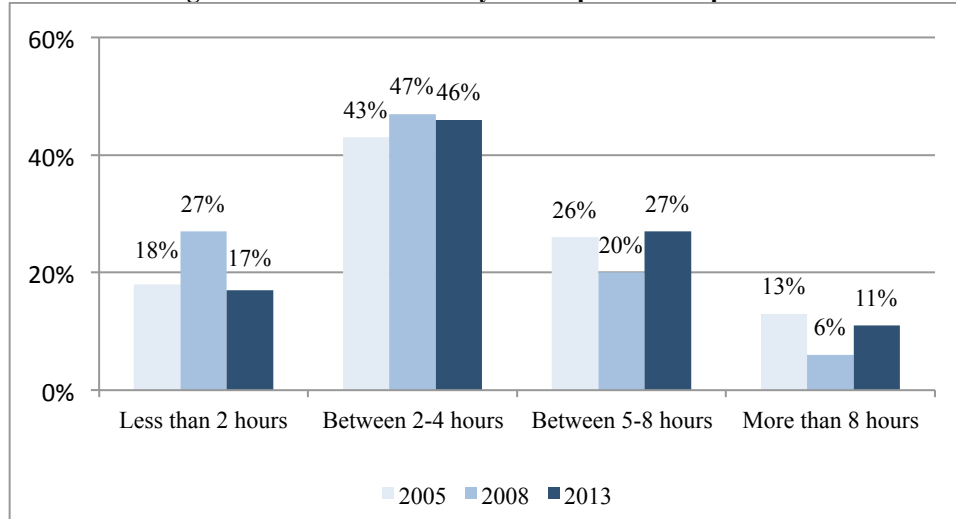
**Figure I.36 Student Right-to-Know Transfer Rates**



### ***Number of Hours Students Study per Course per Week***

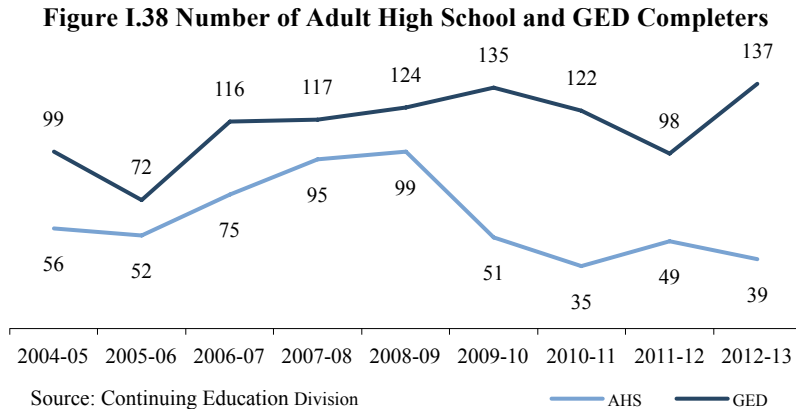
Every three to five years, the College conducts a comprehensive survey of students' college experiences to determine the level of satisfaction with various aspects of college life, including environment, instruction and services, and to determine student characteristics not available from the data gathered in the College's student information system. The last such surveys were conducted in Spring 2005, Spring 2008, and Spring 2013. Students' self-reported hours of study per course per week were similar in 2005 and 2013, but decreased in 2008 (see Figure I.37).

**Figure I.37 Number of Study Hours per Course per Week**



### ***Continuing Education Students Receiving General Educational Development (GED)***

The number of GED completers fluctuated slightly across the period, ranging from 72 to 137. The number of Adult High School (AHS) completers reached a high of 99 in 2008-09. Due to changes in state requirements, no new students were admitted from July 1, 2009 - September 13, 2010. In Fall 2010, new requirements were instituted that increased the instructional hours required from 2.5 hours per credit to 14.7 hours per credit. These two changes resulted in large decreases in AHS completions (see Figure I.38).



### ***Key Areas of Institutional Effectiveness in the Area of Student Learning, Achievement and Development***

Over the past five years, the College maintained the levels of student success in the areas of persistence of newly matriculated students and overall course completions. SBCC made progress in the completion rates of basic skills courses in math and English. Students' progression through the sequence of basic skills courses and into college-level work has improved, but continues to be an area of concern. The annual transfers to UC and CSU campuses rebounded in 2007-08, as did the number of degrees and certificates awarded. Online overall success rates have steadily improved over the past five years, and the number of Continuing Education GED completers continues to grow.

### ***College Action in the Area of Student Learning, Achievement and Development***

The College will continue its sustained efforts to support quality instruction and promote student success. The College will continue its focus on increasing student successful course completion and persistence, progression and completion of basic skills course sequences, degree attainment, transfers to four-year institutions and workforce preparation.

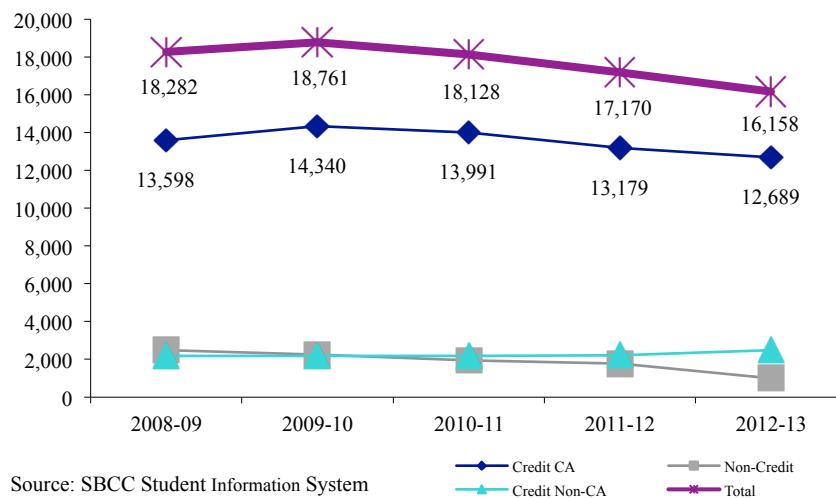
## CHAPTER II: STUDENT OUTREACH AND RESPONSIVENESS TO THE COMMUNITY

In order to meet the needs of an increasingly diverse population, Santa Barbara City College is faced with the challenge of ensuring access to all students who can benefit from its courses and programs. The changing student population also requires high-quality instruction and support services responsive to the needs of all students, regardless of ethnicity, language, socioeconomic background, or disability.

### *Annual Full-Time Equivalent Students (FTES)*

The downturn in the economy and cuts in enrollments at UC and CSU campuses has led to an unprecedented demand for our courses. In 2009-10, despite a \$2.6M cut in base enrollment funding, the Credit Division served 1,158 FTES over its apportionment base, reflecting our dedication to our mission of supporting student success, but also representing \$5.21M in unfunded growth. Much of this growth was generated by online instruction, but demand for on-campus courses also spiked. Students are carrying higher unit loads, and the number of full-time students continues to increase. Decreases in 2010-11, 2011-12 and 2012-13 are due to budgetary restrictions and reductions in the number of course offerings.

**Figure II.1 Annual FTES**

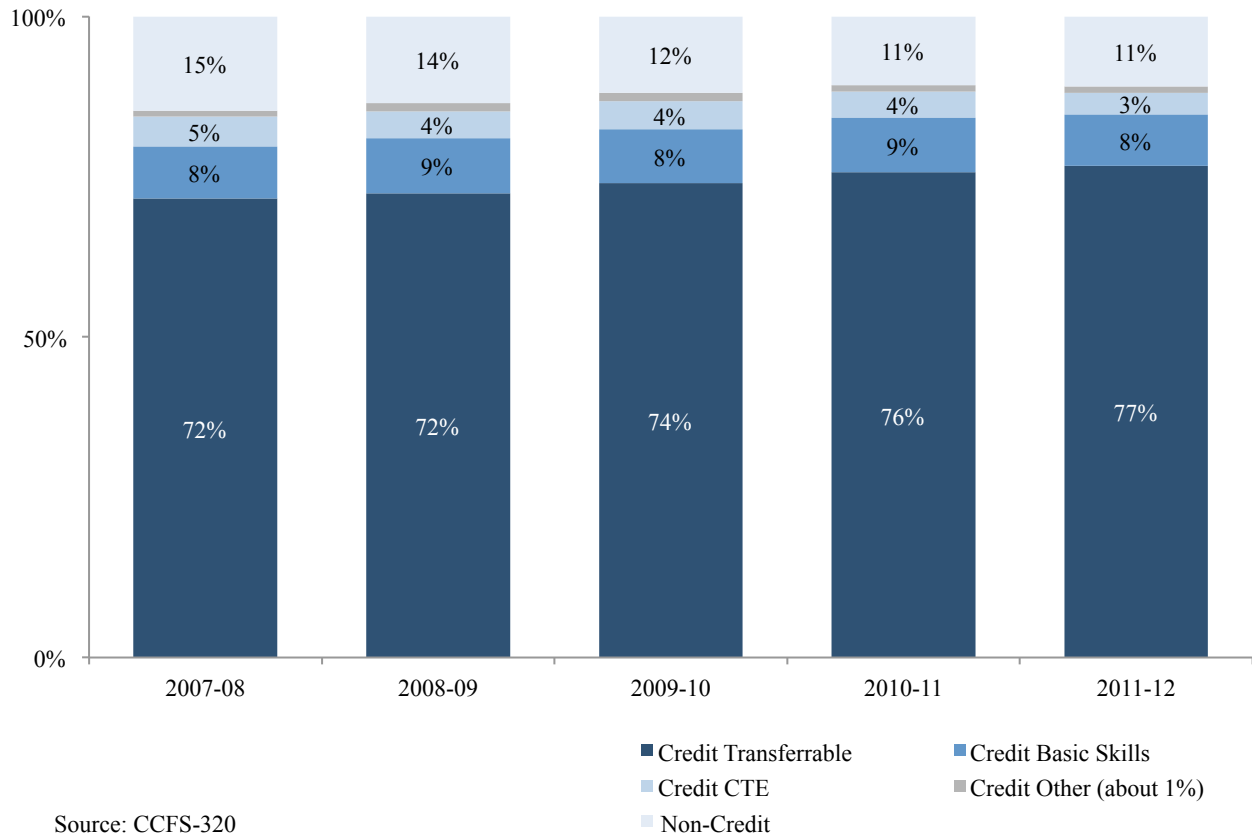




### *FTES by Core Mission Category*

The majority of FTES are in credit transferrable courses, followed by non-credit and basic skills courses (see Figure II.2).

**Figure II.2 FTES by Core Mission Category  
2007-08 to 2011-12**

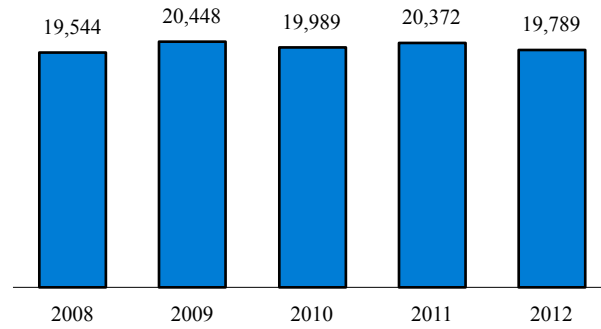


## ***Credit Division***

### **Credit Student Headcount**

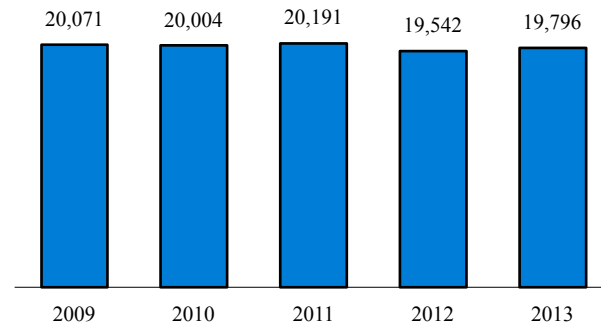
The credit student headcount has remained between 19,500 and 20,500 over the last five years, with (see Figures II.3 and II.4). The slowed enrollment growth was intentional, due to the need to reduce section offerings as a result of state budget reductions.

**Figure II.3 Credit Student Headcount  
Fall 2008 - Fall 2012**



Source: SBCC Student Information System

**Figure II.4 Credit Student Headcount  
Spring 2009 - Spring 2013**

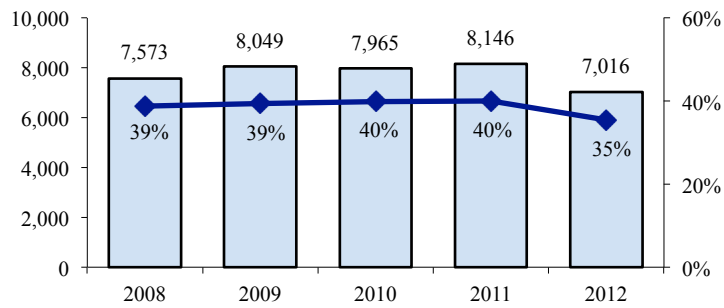


Source: SBCC Student Information System

## Full-Time Credit Student Headcount

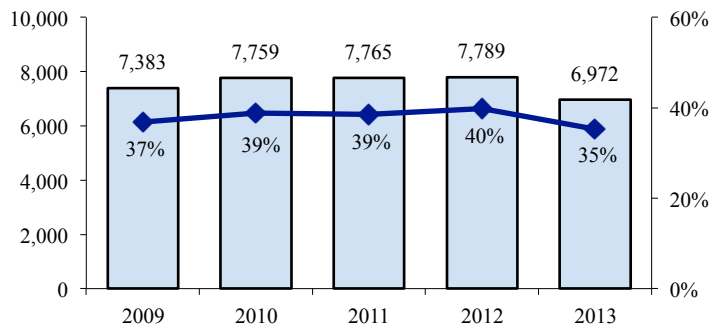
The number of full-time students (enrolled in 12 or more units) remained between 7,000 and 8,000 over the last five years, and represented between 35% and 40% of all students.

**Figure II.5 Full-Time Student Headcount Fall 2008 - Fall 2012**



Source: Student Information System      ■ Number      ◆ % of all SBCC students

**Figure II.6 Full-Time Student Headcount Spring 2009 - Spring 2013**

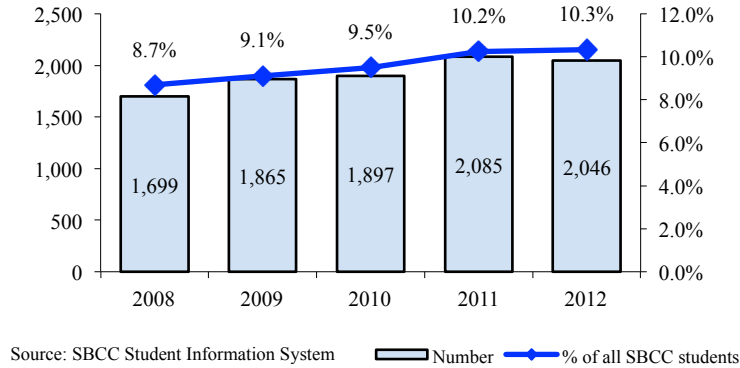


Source: Student Information System      ■ Number      ◆ % of all SBCC students

## High School Students Attending SBCC Credit Division

The College has enhanced its outreach to local high schools, providing more opportunities for students to enroll in college-level courses while still in high school. The Dual Enrollment Program has been expanded significantly since its inception in Fall 1999. The number of high school students attending classes offered by SBCC ranged between 1,700 and 2,100 students across the five year period, representing between 9% and 10% of the total unduplicated student headcount (see Figure II.7).

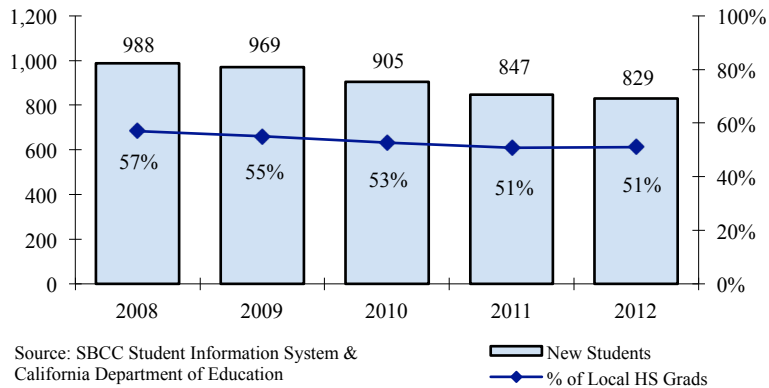
**Figure II.7 High School Student Headcount  
Fall 2008 - Fall 2012**



## First-Time Credit Division SBCC Students from the District's Local High Schools (San Marcos, Santa Barbara, Dos Pueblos, Carpinteria and Bishop)

The percentage of local high school graduates enrolling as first-time freshmen at SBCC has decreased from 57% in Fall 2008 to 51% in Fall 2012 (see Figure II.8). The Fall semester in which these students enroll as first-time freshmen does not necessarily follow immediately after the semester in which they graduated from high school.

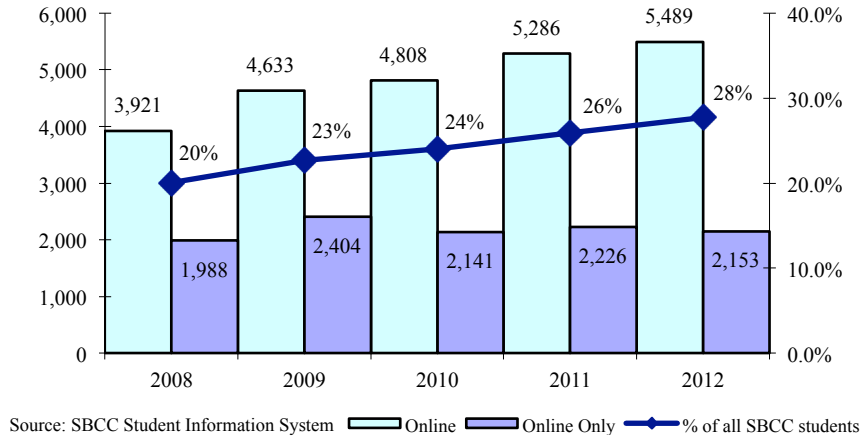
**Figure II.8 New Students from the District's Local High Schools  
Fall 2008 - Fall 2012**



### Online Student Headcount - Credit Division

By Fall 2012, online students represented 28% of all SBCC students, showing an increase of 40% over the past five years. The number of students who are enrolled fully online only has leveled off to around 2,200 each fall semester (see Figure II.9).

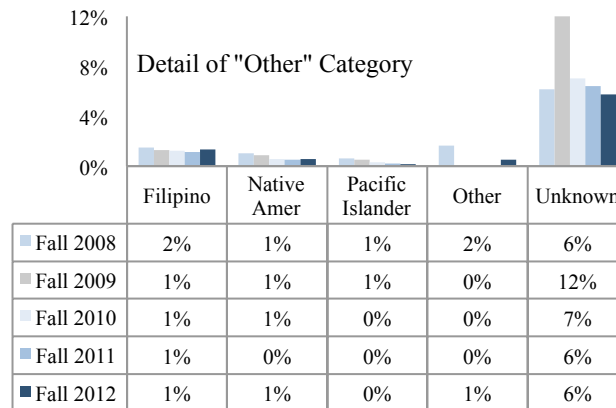
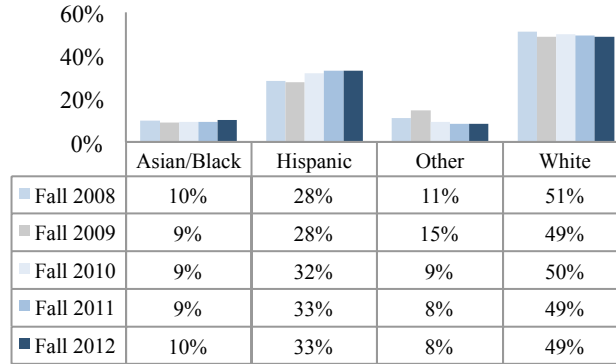
**Figure II.9 Online Student Headcount  
Fall 2008 - Fall 2012**



## Credit Student Ethnic Composition

Ethnic composition shows an increase in the Hispanic population, reflecting regional and national trends, and an increase in those who do not state their ethnic origin. The “unknown” percentage nearly doubled between Fall 2008 and Fall 2009, which may be related to the Summer 2009 introduction of the federally-mandated “multi ethnicity” question on the admission application. This is a 2-part question that provides more response options, allowing for the declaration of a multi-racial background. However, the question is more complex for the applicant to answer, possibly leading to more students skipping the question. Other schools have experienced a similar phenomenon.

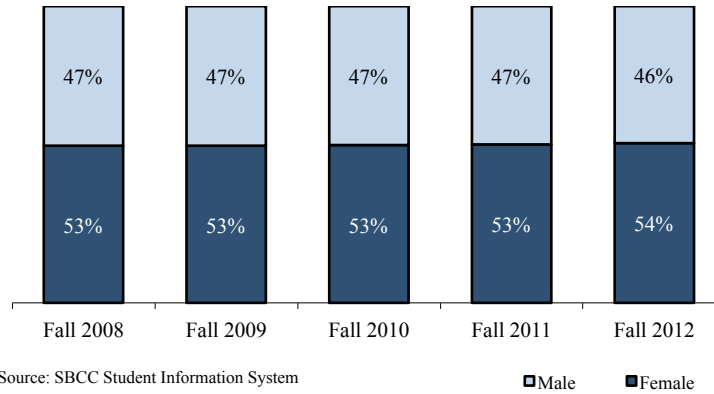
**Figure II.10 Credit Student Ethnic Composition Fall 2008 – Fall 2012**



## Credit Gender Composition

Over the past ten years, the gender composition in SBCC's credit programs remained stable, with slightly more females than males each semester.

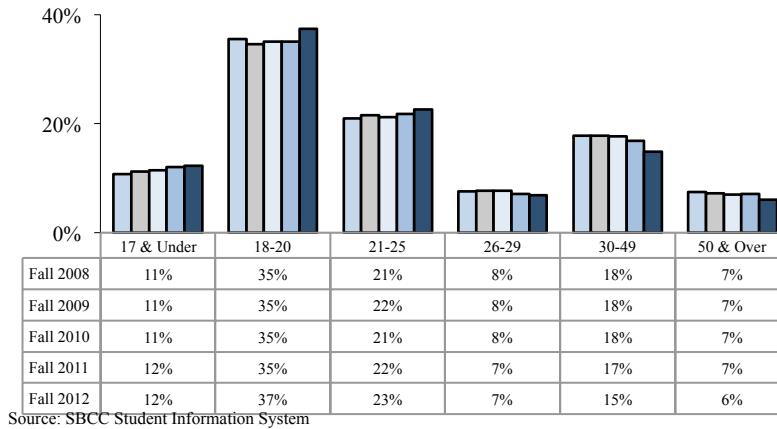
**Figure II.11 Credit Student Gender Composition  
Fall 2008 - Fall 2012**



## Credit Age Composition

The percentage of students by age has remained fairly stable over the last five years, fluctuating only slightly within each group. There was a slight shift toward a younger overall student population, as evidenced by slight increases in the 18-25 age groups and slight decreases in the 30 and over age groups.

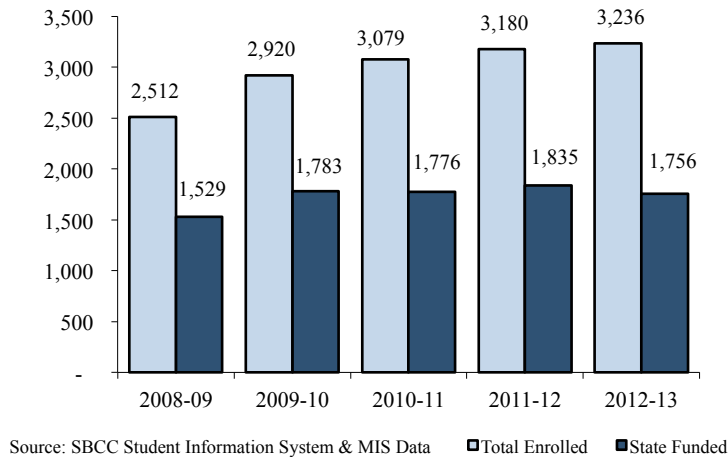
**Figure II.12 Credit Student Age Composition  
Fall 2008 - Fall 2012**



## Students with Disabilities Attending SBCC Credit Division

The number of students with disabilities enrolled in credit programs has increased over the past 5 years. The College receives state funding for those students who have had at least four contacts with the Disabled Student Programs and Services (DSPS) office within an academic year. In 2012-13, SBCC's Disabled Student Programs and Services qualified to receive state funding for 1,756 students. This number has remained fairly consistent over the last four years at around 1,800 students (see Figure II.13).

**Figure II.13 Number of Students with Disabilities Enrolled and State Funded 2008-09 to 2012-13**

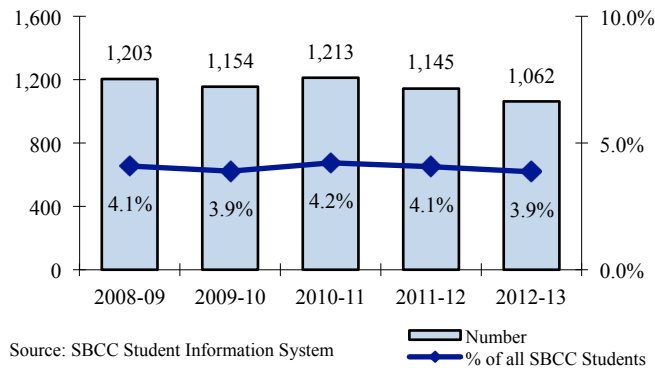




## Extended Opportunity Programs and Services (EOPS) Credit Students

The number of EOPS students enrolled at SBCC decreased slightly across the period, from 1,203 in 2008-09 to 1,062 in 2012-13. EOPS students represented between 3.9% and 4.1% of all SBCC students over the period (see Figure II.14).

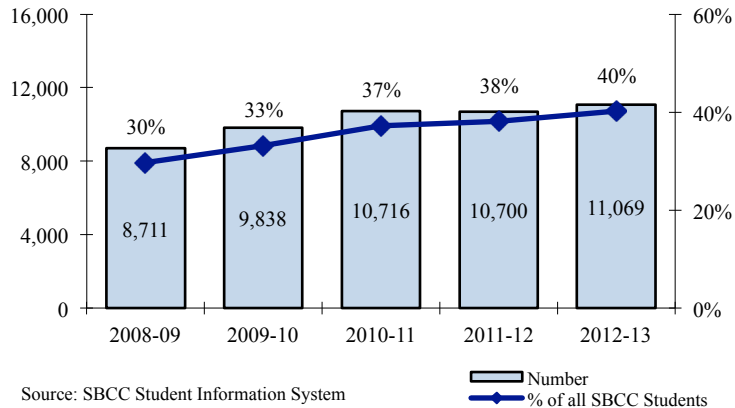
**Figure II.14 EOPS Students 2008-09 to 2012-13**



## Economically Disadvantaged Students Attending SBCC

The number of economically disadvantaged students (defined as either in EOPS or receiving federal or state financial aid) increased by 27% over the last five years. The percentage of all SBCC students who are economically disadvantaged increased from 30% in 2008-09 to 40% in 2012-13.

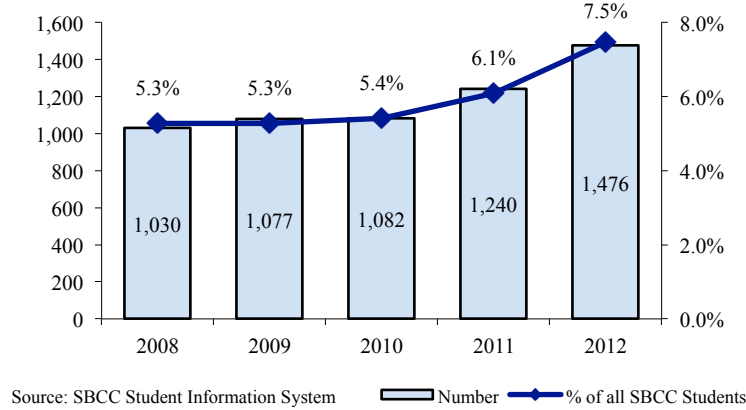
**Figure II.15 Economically Disadvantaged Students 2008-09 to 2012-13**



## International Students Attending SBCC Credit Division

The number of international students attending SBCC with student visas increased by 19% from Fall 2011 to Fall 2012. International students with student visas represented 7.5% of all credit students in Fall 2012, compared to 5.3% in Fall 2008 (see Figure II.16).

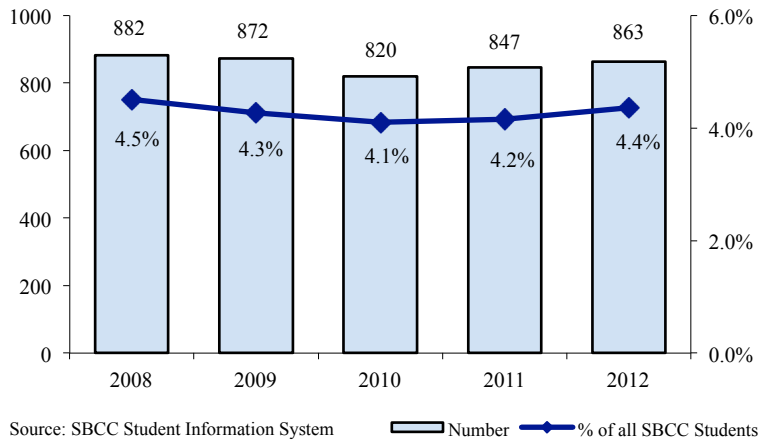
**Figure II.16 Credit Students with Student Visas Fall 2008 to Fall 2012**



## Out-of-State Students Attending SBCC

The number of out-of-state students attending SBCC has fluctuated over the past five years, but has remained at approximately 4% of the credit student population (see Figure II.17).

**Figure II.17 Credit Students with Out-of-State Residency Fall 2008 to Fall 2012**



### **Course Enrollments in Employer-based Training, Work Experience, and Service Learning**

Since Fall 1999, the College has offered courses to employees of the county and later other employers in the area under the umbrella of the Employee University. In Summer 2001, the Board of Trustees approved the proposal to create the Professional Development Center, which includes professional development courses offered to employees of SBCC and county employers. The first classes for SBCC employees were offered in Spring 2002. All courses offered through the Employee University and the Professional Development Center are open to all members of the community.

Enrollment in the Employer-based Training program has decreased from 4,951 duplicated course enrollments in 2008-09 to 2,813 in 2012-13. The decreases in 2008-09, 2009-10 and 2011-12 can be attributed to the recent fiscal crisis and associated budget shortfalls, which resulted in significant reductions in employee training programs for both the City and County of Santa Barbara. The General Work Experience and Service Learning program remained fairly stable across the period, with small fluctuations from year to year, and increasing to 1,684 in 2012-13 (see Table II.18).

**Table II.18 Annual Course Enrollments in Employer-based Training, Work Experience and Service Learning**

Year	Employer-based Training	Work Experience and Service Learning
2008-09	4,951	1,300
2009-10	3,912	1,193
2010-11	4,320	1,381
2011-12	3,170	1,452
2012-13	2,813	1,684

Source: SBCC Student Information System

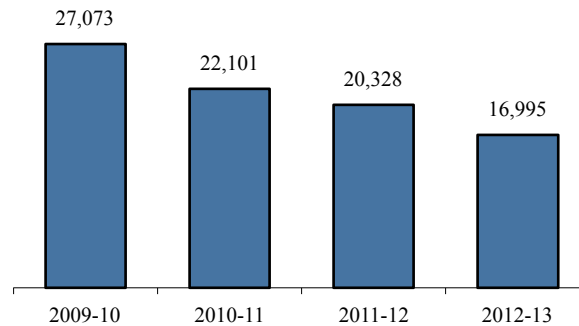
## Continuing Education Division

### Continuing Education Student Headcount

In 2009, the Continuing Education division adopted a new online registration system and student information database named Lumens, to replace its old paper-based registration process and out-dated computer software. Among many other improvements, the new Lumens system is far better at preventing the creation of duplicate student records, a problem that plagued the old system due to inaccuracies in scanning individual information from paper scan forms. This led to higher headcounts in the old system, and the old data is not comparable to the more accurate headcounts from the new Lumens system. Therefore, we are presenting Continuing Education data here as of the advent of the Lumens system.

The unduplicated headcount of students participating in Continuing Education has decreased steadily over the last three years (see Figure II.19).

**Figure II.19 Continuing Education Student Headcount  
2009-10 to 2012-13**

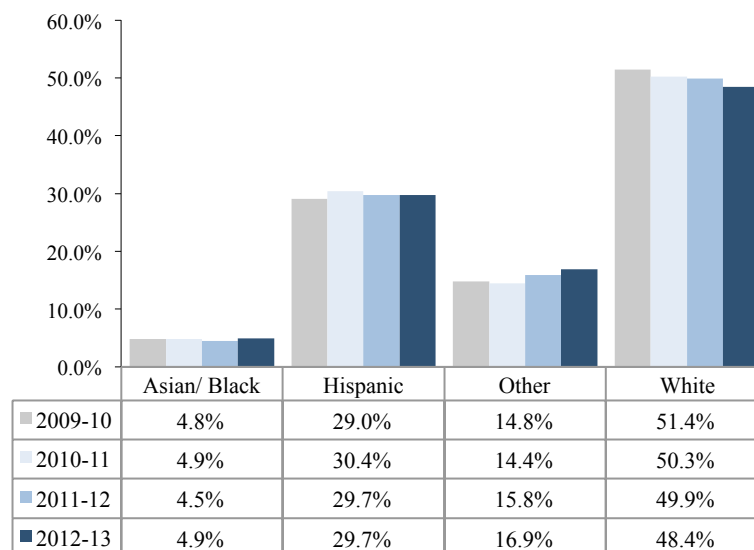


Source: SBCC CE Student Information System

### Continuing Education Student Ethnic Composition

The ethnic makeup of the Continuing Education student body has remained fairly constant overall, with slight decreases in white students and increases in the “other” category (See Figure II.20). Of the roughly 17% students in the “other” category, 14% are those who declined to state their ethnicity. The remaining 3% include Filipino 0.4%, Native American Eskimo 0.9%, Pacific Islander 0.3%, and Other 1.4%.

**Figure II.20 Continuing Education Student Ethnic Composition  
2009-10 to 2012-13**

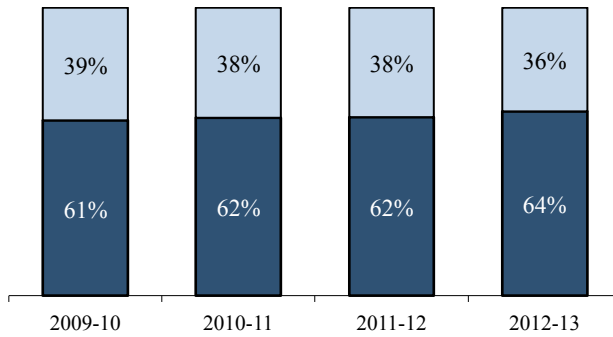


Source: SBCC CE Student Information System

### Continuing Education Gender Composition

Between 2009-10 and 2012-13, the ratio of female to male students in SBCC’s Continuing Education programs remained fairly stable, with a slight increase in females vs. males (see Figure II.21).

**Figure II.21 Continuing Education Student Gender Composition  
2009-10 to 2012-13**

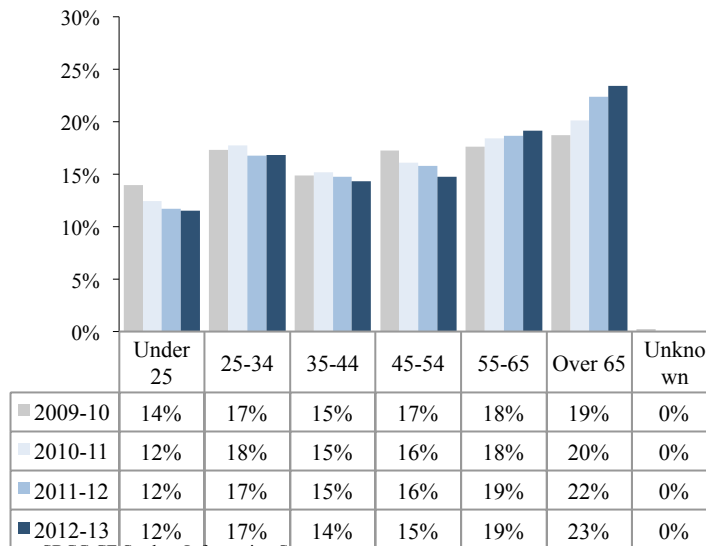


Source: SBCC CE Student Information System      ■ Female □ Male

### Continuing Education Age Composition

Over the last four years, students ages 54 and under have decreased slightly as a percentage of all enrollments, and the proportion of students ages 55 and over has increased somewhat (see Figure II.22).

**Figure II.22 Continuing Education Student Age Composition  
2009-10 to 2012-13**



Source: SBCC CE Student Information System

### ***Key Areas of Institutional Effectiveness in the Area of Student Outreach and Responsiveness to the Community***

Over the past five years, the College has made substantial progress in enhancing student access. The College has expanded instructional options through its Online College and Professional Development courses for employees to ensure that all segments of the population in the District can take advantage of an affordable higher education. SBCC has been successful in developing and maintaining a student body that reflects the diversity of the College's service area. The College's mix of credit and non-credit instructional programs enhances this diversity.

### ***College Action in the Area of Student Outreach and Responsiveness to the Community***

The College will continue its educational efforts for students, faculty, and staff in understanding and appreciating the social, demographic, and cultural diversity within the College community. SBCC will continue to fulfill its responsibilities to accommodate existing students, and reach out to the underserved segments of the population in our community, who seek the essential advantages that higher education provides.

As part of the comprehensive Institutional Self Study published in June 2009, prepared as part of our Reaffirmation of Accreditation, we have developed a number of planning agendas including increase the number of online degrees and certificates to 26 in all, of which at least 3 or 4 are relevant for this commentary.

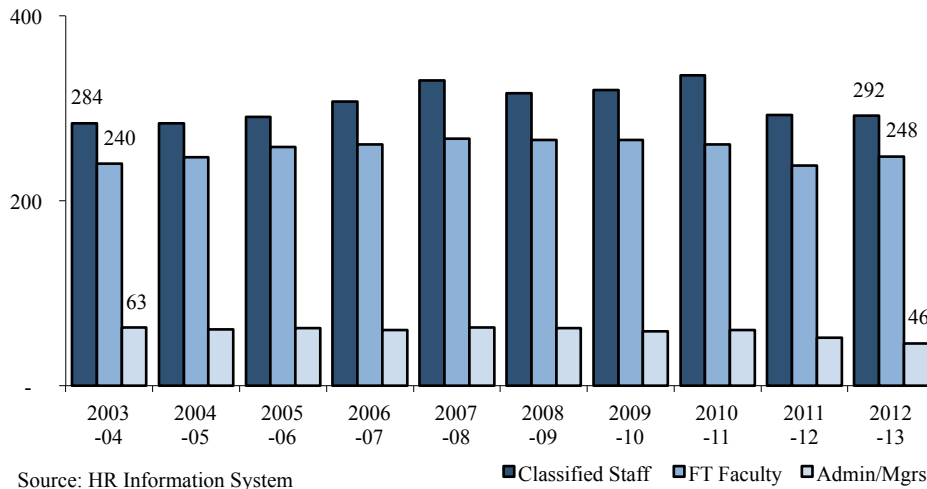
The Distance Education Task Force was recently created to make recommendations for ensuring equivalent services for campus-based and distance education services at SBCC. A Transfer Task Force has been created to examine transfer rates and patterns in detail, and recommend strategies for increasing successful transfers among those students who indicate transfer to a 4-year institution as their goal.

## CHAPTER III: FACULTY, STAFF AND ADMINISTRATORS/MANAGERS

### *Faculty, Staff and Administrators/Managers*

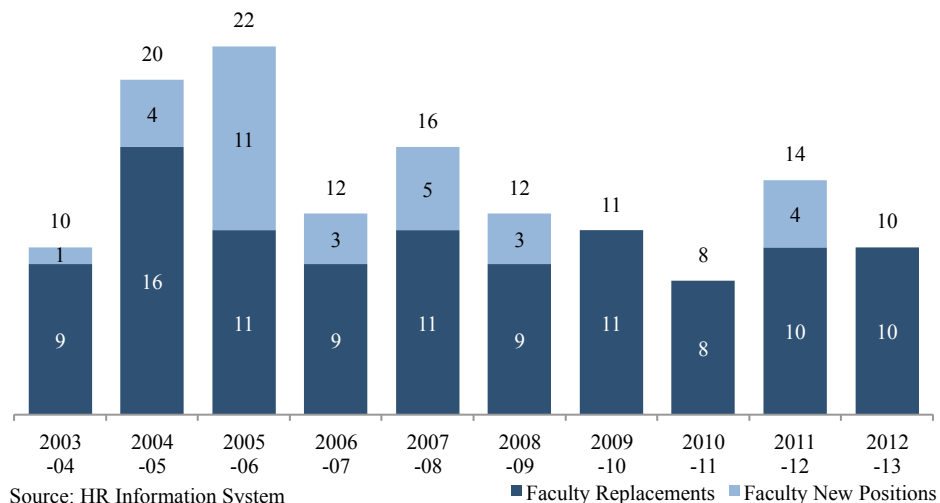
Due to the reductions in state funding for community colleges, the full-time faculty obligation has been waived; thus the College did not hire new full-time faculty for 2008-09 or 2009-10. Regarding classified staff positions, those that became vacant due to retirements or resignations were kept vacant for a period, due to the state fiscal crisis. In 2009-10, all classified vacancies were filled, and several positions have been added. However, further hiring freezes were necessary in 2011-12 due to continued budgetary restrictions. Regarding administrative and management positions, the college restructured its Continuing Education management positions, reducing the number of Deans from 2 to 1, and eliminating a Director position. In the Credit division, a Dean position that became vacant in August 2009 was not replaced; the workload has been effectively absorbed by the remaining Deans.

**Figure III.1 Permanent Faculty, Staff and Administrators/Managers  
2003-04 to 2012-13**

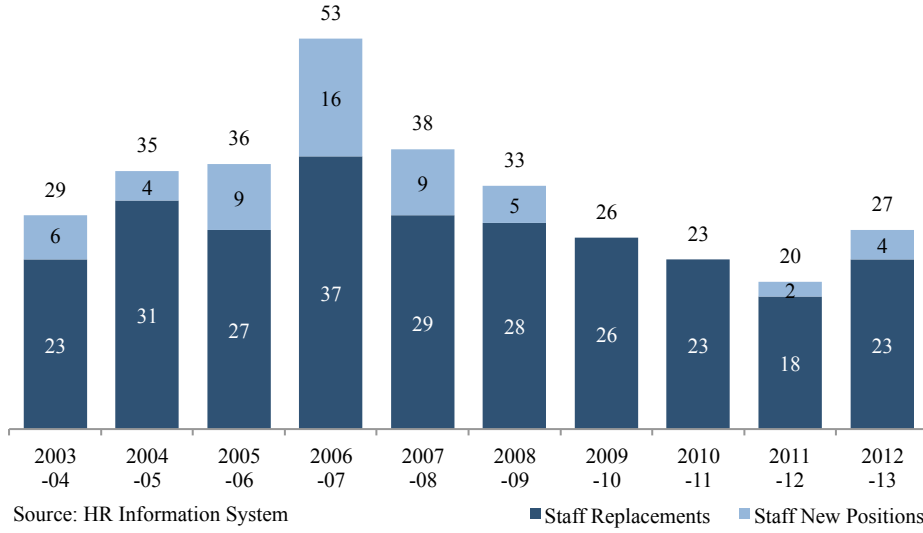


In every year, the majority of new hires among regular faculty, staff and administrators/managers are replacement positions and not new positions (see Figures III.2-4). Discrepancies between overall increases in headcount from year to year (Figure III.1) versus the number of new positions each year occur as a result of retirements, resignations, promotions, transfers, positions that are not replaced, temporary contracts, and replacements for leaves of absence and reduced workloads.

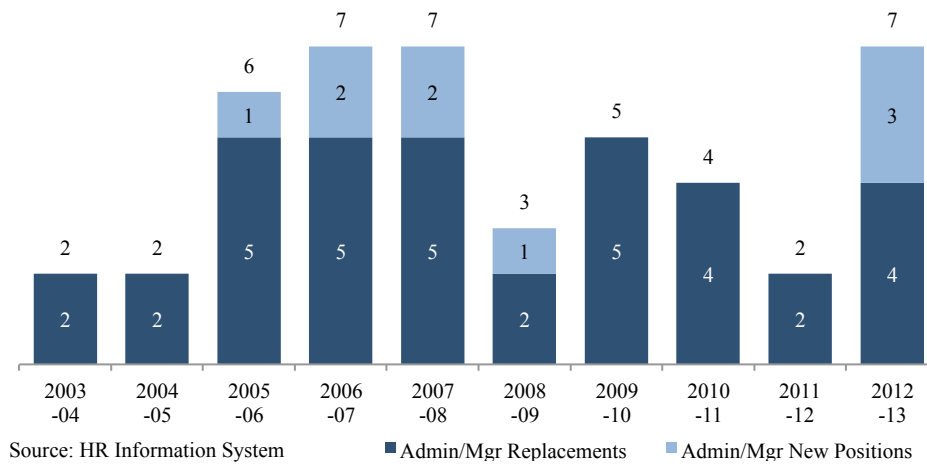
**Figure III.2 Replacement vs. New Positions among Permanent Faculty New Hires  
2003-04 to 2012-13**



**Figure III.3 Replacement vs. New Positions among Full-Time Staff New Hires  
2003-04 to 2012-13**



**Figure III.4 Replacement vs. New Positions among Administrator/Manager New Hires  
2003-04 to 2012-13**

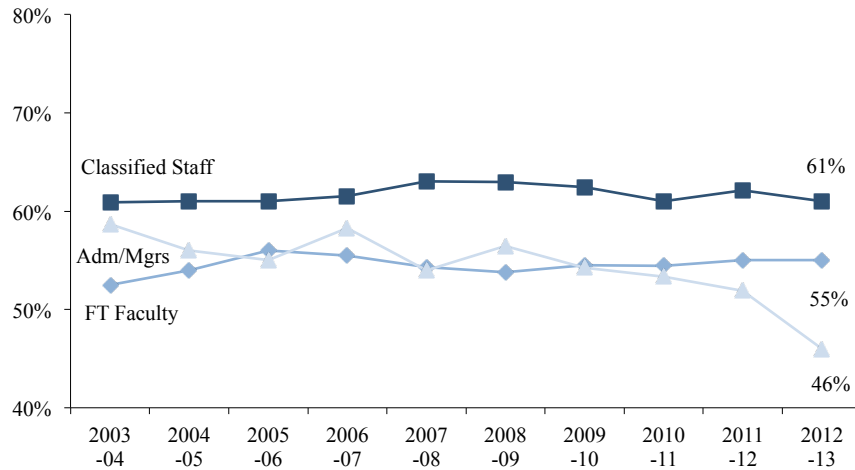




### Gender Composition of Faculty and Staff

The proportion of women remained fairly stable over the past five years; ranging from 53% to 53% among full-time faculty, from 61% to 63% among full-time staff, and from 46% to 59% among administrators and managers (see Figure III.5).

**Figure III.5 Percent Women among Permanent Faculty, Staff and Administrators/Managers 2003-04 to 2012-13**

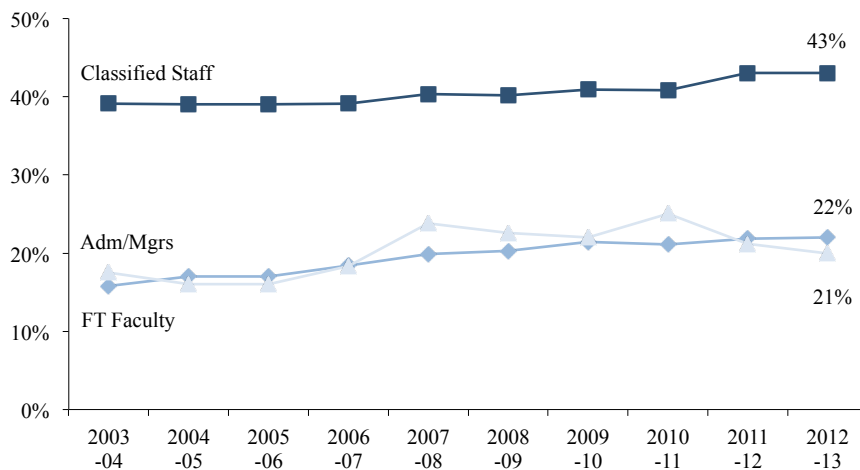


Source: Human Resources Information System

### Ethnic Composition of Faculty and Staff

The percentage of minorities among regular classified staff increased from 39% to 43% over the last ten years. An increase in minorities can also be seen among full-time faculty, from 16% to 22% during this same period. The proportion of minorities among administrators and managers fluctuated a bit across the period, remaining between 16% and 25%. The proportion of minorities among classified staff is almost twice that of full-time faculty or administrators (see Figure III.6).

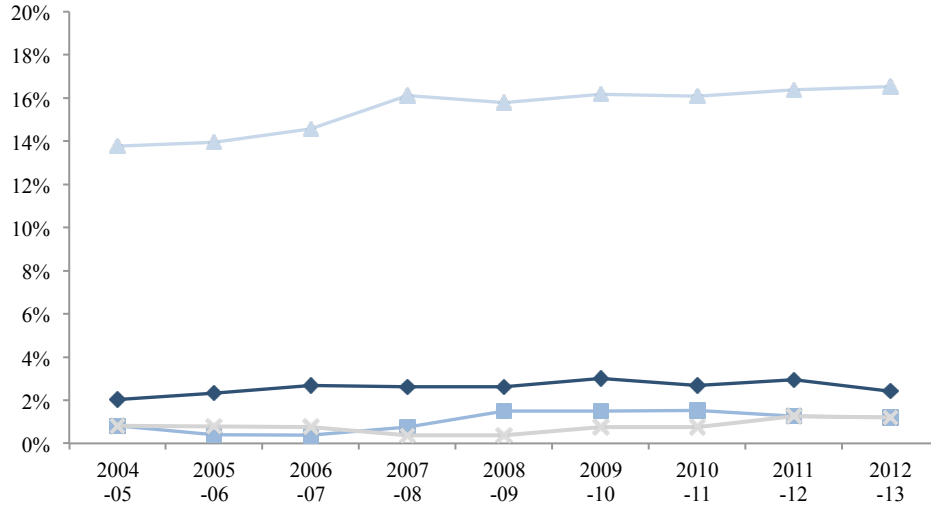
**Figure III.6 Percent Minorities among Permanent Faculty, Staff and Administrators/Managers 2003-04 to 2012-13**



Source: Human Resources Information System

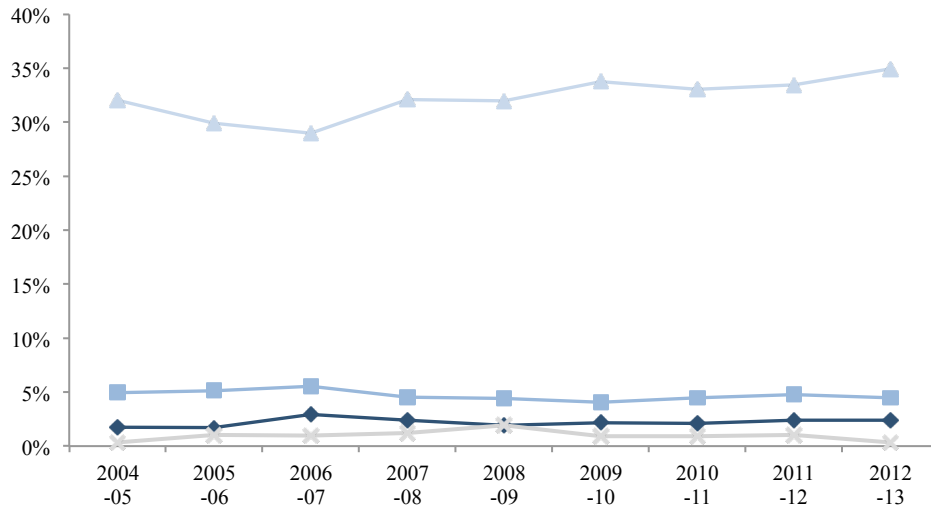
The college has made a concerted effort in the outreach and recruitment process for filling vacancies to increase the number of applications for qualified minorities and other underrepresented groups. The slight increase in Latino faculty and staff can be seen in the three charts below. The remaining ethnic groups have remained fairly stable over the last nine years (see Figures III.7-9). The college will continue its efforts in this important area.

**Figure III.7 Percentage Breakdown of Non-White Ethnicities among Permanent Faculty 2004-05 to 2012-13**



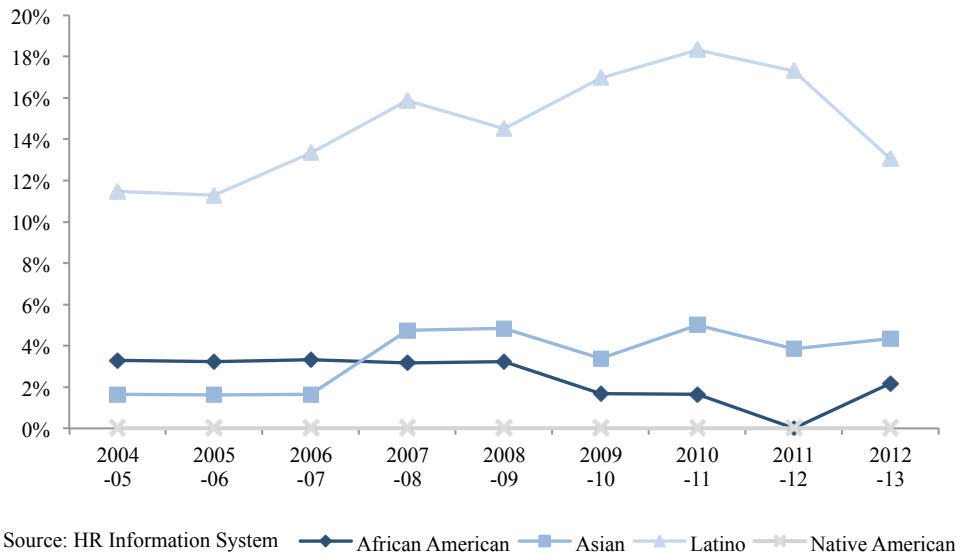
Source: HR Information System — African American — Asian — Latino — Native American

**Figure III.8 Percentage Breakdown of Non-White Ethnicities among Full-Time Staff 2004-05 to 2012-13**



Source: HR Information System — African American — Asian — Latino — Native American

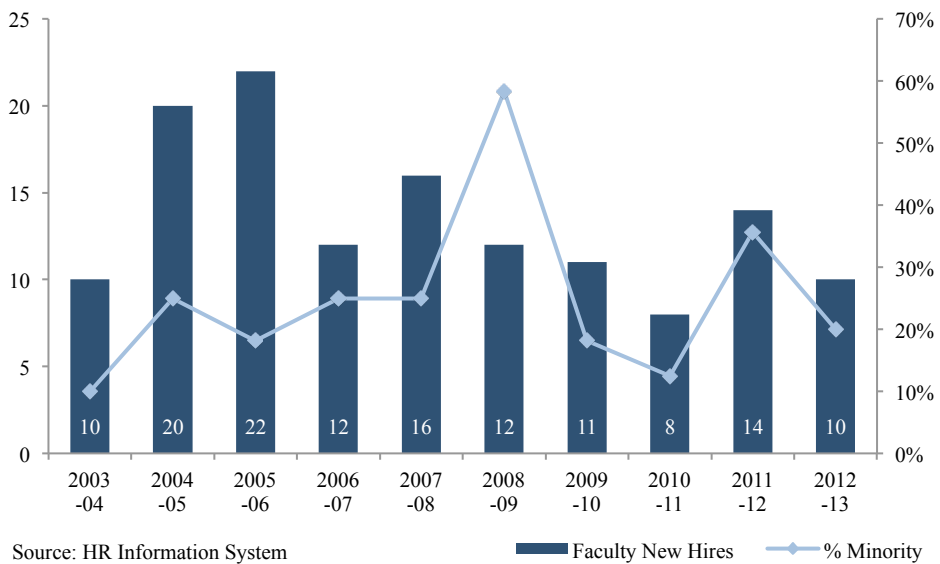
**Figure III.9 Percentage Breakdown of Non-White Ethnicities among Administrators/Managers 2004-05 to 2012-13**



***Ethnic Composition of New College Hires***

Over the past ten years there was a fluctuating number of ethnic minorities hired to fill permanent faculty, classified staff and administrative/management vacancies, as shown in the three figures below.

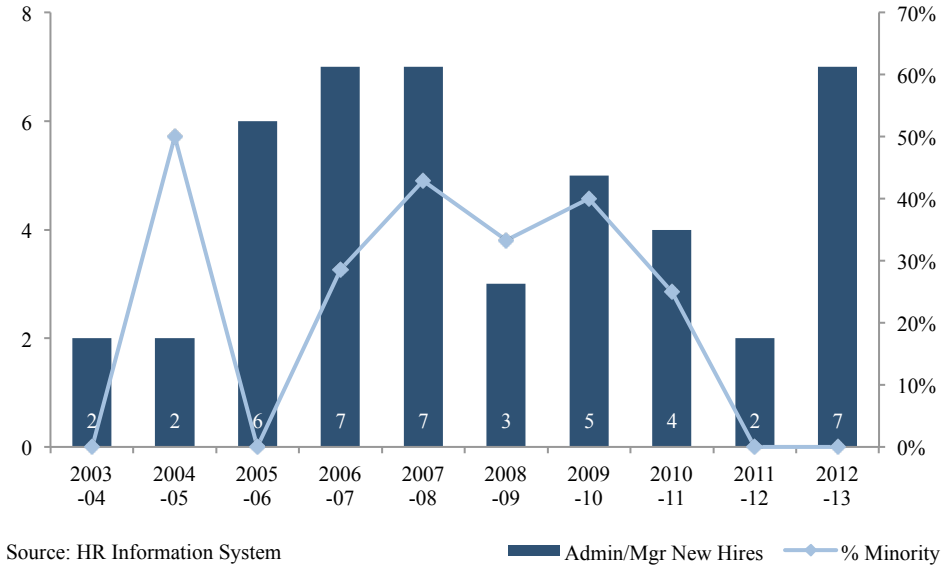
**Figure III.10 Faculty New Hires and Percentage Minority 2003-04 to 2012-13**



**Figure III.11 Staff New Hires and Percentage Minority 2003-04 to 2012-13**



**Figure III.12 Admin/Manager New Hires and Percentage Minority 2003-04 to 2012-13**

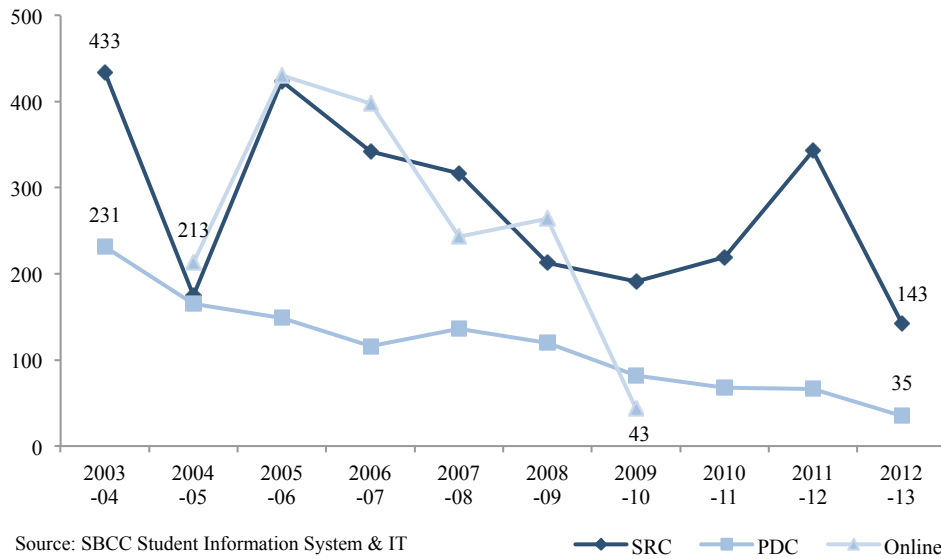


### ***Opportunities for Professional Development***

At SBCC, the Human Resources Division (HR) is responsible for coordinating professional development for classified and management employees. HR oversees the professional growth program, which is an incentive system that provides stipends to classified staff and classified managers. This system serves a similar purpose to the opportunities for faculty to advance on the salary schedule based on completed units. Courses offered in the Staff Resource Center (SRC), the Professional Development Center (PDC) and Online training courses can be the basis for employees to earn these stipends. The total number of employees served by these centers is shown in Figure III.13.

The decrease in Online Training from 2008-09 to 2009-10 is due to a reduced number of subscriptions available for this service. The Online Training program was discontinued in 2010-11.

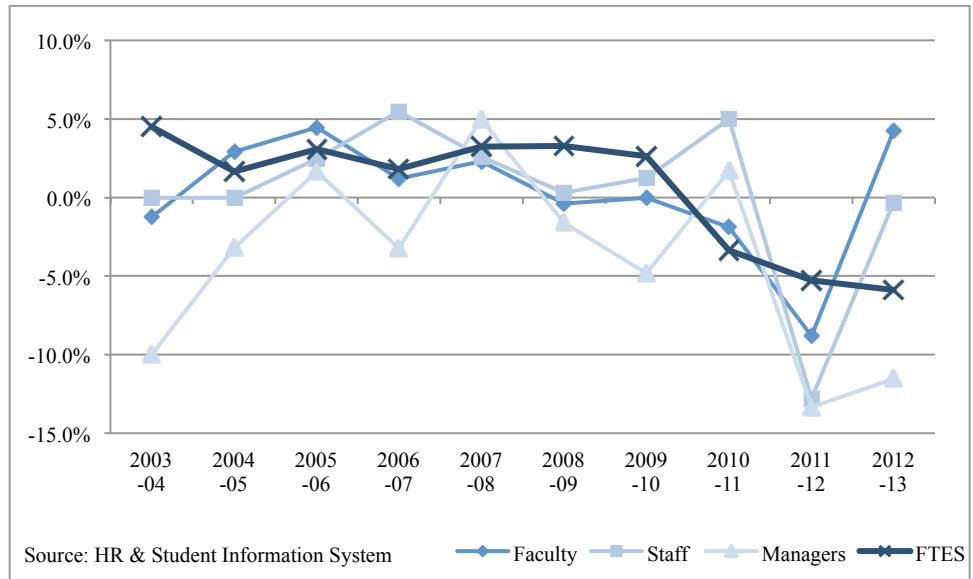
**Figure III.13 SBCC Employee Participation in SRC, PDC and Online Training**



**Percent Growth in FTES Compared to Percent Growth in Permanent Employees**

New full-time faculty positions are determined by the state funded growth in FTES (known as the Full-Time Faculty Obligation). Due to the reductions in state funding for community colleges, the full-time faculty obligation has been waived from 2009-10 through 2012-13, thus the College did not hire new full-time faculty for 2009-10, 2010-11, or 2012-13. No new full-time staff or administrators/managers were hired in 2009-10 or 2010-11, and the hiring freeze for administrators and managers continued into 2011-12 (see Table III.14).

**Table III.14 Percent Growth in FTES Compared to Percent Growth in Regular Employees**



**Key Areas of Institutional Effectiveness in the Area of Faculty, Staff and Administrators/Managers**

Over the past five years, the percentage of women remained stable for faculty and regular staff, and decreased for administrators/managers. The percentage of minorities increased slightly among full-time faculty, staff, and for managers.

**College Action in the Area of Faculty, Staff and Administrators/Managers**

The College will continue to expand its efforts to hire highly qualified and diverse faculty and administrators. Due to the ongoing state fiscal crisis, the College will also continue to analyze each vacancy as it occurs and decide on whether the position can remain unfilled for a period.

## CHAPTER IV: APPLICATIONS OF TECHNOLOGY

### *Ratio of the Number of Computers Available on Campus per Full-Time Equivalent Students (FTES)*

The growth in computers has resulted primarily from increases in faculty and computer lab development over the last seven years, including the implementation of the Digital Arts Center, a video production lab, assessment testing lab, the Earth and Biological Sciences computer classroom and labs, the Drafting classrooms, and expanded labs in the Library, Mathematics and English. In general, the increases in computers on campus have outpaced the growth in credit FTES over the preceding 4 years but declined in the 2009-10 school year due to a decrease in funding of new equipment (see Table IV.1). With the dip in enrollment in the following year, the ratio came back to the 2008-09 levels, even though new computer purchases remained at an all-time low. The sizable increase seen in the 2011-12 year is mostly due to a new inventory system that more accurately accounts for all the computers currently installed on campus and does not reflect increased purchases during that period.

**Table IV.1 Ratio of Credit FTES to the Number of On-campus Computers**

	2008-09	2009-10	2010-11	2011-12	2012-13
<b># Computers</b>	2,363	2,374	2,374	2,379	2,387
<b>Credit FTES</b>	15,975	16,523	16,185	15,398	15,153
<b>FTES/#Computers</b>	6.8	7.0	6.8	6.5	6.4

Source: Information Technology & SBCC Student Information System

### *Ability to Renew and Replace Technology Equipment*

The college measures its ability to renew and replace technology equipment on a regular basis in the following ways:

- a. Average Age of Computers and Servers at Time of Replacement
- b. Annual Expenditures for Technology Replacement as a Percentage of Technology Inventory
- c. Annual Program Review funding of new technology purchases

The following sections include a detailed analysis of each of these measures.

#### **a. Average Age of Computers and Servers at Time of Replacement**

In 1999-2000, the District Technology Committee and the College Planning Council decided to move from a five-year to a four-year replacement cycle for faculty and staff computers, and to three-year and four-year replacement cycles for instructional computer classrooms and labs, respectively. During the budget reductions for 2002-03, the College moved to a four-year replacement cycle for all desktop machines and most computer labs. Due to the state fiscal crisis that started in 2008-09 and budget reductions for community colleges, the refresh period has been moved again to five years for 2009-10. At the server level, the decrease in the average age of server replacements has resulted from virtualizing servers over the last 3 years. The College will assess the fiscal situation and determine in 2011-12 whether to continue with the five-year replacement cycle or make further modifications to reduce overall replacement costs. The larger servers for core

administrative systems continue to have a useful life of five to six years (see Table IV.2).

**Table IV.2 Average Age of Computers and Servers at Time of Replacement**

	2008-09	2009-10	2010-11	2011-12	2012-13
<b>Age of Computers (Years)</b>	4.8	5	5	4.9	5.1
<b>Age of Servers (Years)</b>	5.1	5.4	5.6	5.4	4.2

Source: Information Technology

**b. Annual Expenditures for Technology Replacement as a Percentage of Technology Inventory**

The increase in expenditures for technology equipment replacement reflects both the growing inventory of equipment and the move to a four-year replacement cycle for desktop computers beginning in 1999-00. It is anticipated that replacement costs as a percentage of inventory will range between 20 and 25% of inventory, based on the number of computers in the replacement cycle each year (see Table IV.3). Due to budget reductions for the 2002-03 year, in 2003-04 the percentage replacement fell short of this target. By 2004-05, the refresh budget was restored and a normal refresh cycle is averaging between 20 and 25% of inventory with a little catch-up in 2005-06 and 2006-07, when a number of large student labs were refreshed. The 2007-08 replacement of campus network infrastructure was delayed due to ongoing redesign activities. Again because of budget shortfalls, refresh percentages declined in 2007-08 and continue forward representing the move to a 5 year replacement cycle. By 2010-11 year we are replacing about 1/5<sup>th</sup> of our inventory each year and this will continue until we modify the current five year schedule. The increase seen in 2011-12 reflects a number of large labs that were all installed at the same time five years ago.

**Table IV.3 Annual Expenditures for Technology Replacement  
as a Percentage of Technology Inventory**

	2008-09	2009-10	2010-11	2011-12	2012-13
<b>Replacement Expenditures (\$M)</b>	\$0.24	\$0.40	\$0.69	\$1.20	.46
<b>% of Inventory</b>	10.2%	17.0%	19.0%	25.6%	17%

Source: Information Technology

**c. Technology Equipment Reserve Amounts for Committed Replacements and for Contingency Funding**

The College has increased its technology equipment replacement contingency in order to continue funding replacement costs during periods of shortfalls in state technology equipment replacement funding (see Table IV.4). The targeted level of \$2.4 million provided for two years of equipment replacement funding without state revenue. These funds were reduced in 2002-03 due to budget cuts in the State Technology and Telecommunications Infrastructure Program. Due to the 2002-03 budget cuts,



these reserve funds were reduced significantly to pay for needed computer renewals during that year. In 2005-06, all technology fund reserves were diverted to funding the Banner implementation project, thus reducing the reserve to zero. The 2007-08 budget year required a much smaller number of computers and other hardware that needed replacement and therefore there was \$550,000 carried forward into the 2008-09 budget year. \$600,000 was allocated in 2008-09 to the equipment fund, but budget shortfalls put a freeze on spending early into the budget year, resulting in a carry forward of \$826,000 into the 2009-10 budget year. This carry forward was enough to carry us through the 2009-10 year without any additional funding. We are anticipating at least two more years of constrained budgets, and have planned a five-year replacement cycle for both the 2009-10 and 2010-11 budget years. Since we no longer use a reserve account for technology equipment this value will continue to be zero.

**Table IV.4 Technology Equipment Reserve Amounts**

	2008-09	2009-10	2010-11	2011-12	2012-13
<b>Committed Replacements (\$M)</b>	\$0.60	\$0.00	\$0.00	\$0.00	\$0.00
<b>Contingency (\$M)</b>	\$0.55	\$0.83	\$0.00	\$0.00	\$0.00

Source: Information Technology

***Ability to Fund New Technology Initiatives Each Year***

The College measures its ability to fund new technology initiatives each year by the amount of expenditures for new technology projects. Budget cuts in 2002-03 placed funding for new technology initiatives on hold, and required the College to seek private funding for several important technology projects, including the construction of a cyber support center for SBCC students in the Campus Center and the expansion of the Math Computer Lab in the IDC building. Categorical funds were used to fund the purchase and installation of a new document imaging system for student transcript information (see Table IV.5). In 2008-09, the Banner implementation was coming to an end, but because of state budget cuts to community colleges, no new funds were committed to technology projects.

**Table IV.5 Expenditures for New Technology Projects**

	2008-09	2009-10	2010-11	2011-12	2012-13
<b>New Technology Projects (\$ K)</b>	\$0	\$0	\$20	\$0	\$50
<b>Banner Project (\$ K)</b>	\$149	\$274	\$151	\$60	\$23

Source: Information Technology

Most of the campus instructional labs have been funded by new technology funding. In addition, funding for new technology-mediated classrooms has historically been from the general fund for new initiatives. New funds have also been used to support the development of the Online College and the implementation of the SBCC student portal. Most of the new funding in the last five years has been used for the conversion to the Banner ERP system.

***Ability to Support and Maintain Instructional Computer Classrooms and Labs***

The College measures its ability to support and maintain instructional computer classrooms and labs by the ratio of Instructional Computer Lab Coordinators (ICLCs) to the number of computers in such facilities. This ratio has remained fairly stable over the past five years (see Table IV.6). The opening of the student support CyberCenter in 2004-05 added 25 computers for direct student access, and a new ICLC position to provide technical support. In 2005-06, the implementation of a College-wide classification study of classified staff resulted in two more ICLC positions for a total of 12.

**Table IV.6 Ratio of Computers in Classrooms and Labs to  
Instructional Computer Lab Coordinators**

	2008-09	2009-10	2010-11	2011-12	2012-13
# Computers	1,211	1,371	1,394	1,329	1,261
# ICLCs	12	12	12	12	12
Ratio	100.9	114.3	116.2	110.8	105.1

Source: Information Technology

***Ability of the Institution to Support and Maintain its Network and Telecommunications Infrastructure***

The College measures its ability to support and maintain its network and telecommunications infrastructure in the following ways:

- a. Ratio of Network Administrators to Number of Network Users and Servers
- b. Utilization of Internet Bandwidth Capacity
- c. Ratio of User Support and Training Staff to Total Faculty and Staff

The following sections include a detailed analysis of each of these measures.

**a. Ratio of Network Administrators to Number of Network Users and Servers**

The growth of network administrators has been driven by the increasing scope and complexity of the campus network and Internet structures (see Table IV.7). Management of network security has also increased significantly with the installation of a campus firewall and more Web services being made available to students, faculty and staff. The College is making efforts to consolidate the number of individual servers supporting networking and administrative applications, but the number continues to grow as we bring back to campus many of the services that had been remotely hosted in the past. The growth in the number of network users is primarily a result of increased use of the campus network environment by more adjunct faculty and the residents of temporary office space that has proliferated on campus. The large increase in the number of users in 2007-08 is due to a significant expansion of the campus wireless network, which provides campus network access to students with laptops and PDA's. The large increase in 2011-12 is due to better accounting both for the wired network (2546 users) and the Wifi network (1638 users). This also represents a trend towards more wireless users on campus with multiple wireless devices and that continues through 2012-13.

**Table IV.7 Ratio of Network Administrators (FTE) to  
Number of Users and Servers**

	2008-09	2009-10	2010-11	2011-12	2012-13
# Users	2,363	2,374	2,382	4,184	6,367
# FTE	6.0	6.0	6.0	6.0	6.0
Ratio Users/FTE	394	396	397	697	1,061

# Physical Servers	95	93	62	61	41
# Virtual Servers	10	87	115	170	175
# Total Servers	105	180	177	231	216
# FTE	6.0	6.0	6.0	6.0	6
Ratio Servers/FTE	17.5	30.0	29.5	38.5	36

Source: Information Technology

**b. Utilization of Internet Bandwidth Capacity**

The measures of peak Internet bandwidth capacity in Tables IV.8a and IV.8b indicate the overall utilization of the SBCC network connectivity to the Internet. In 2003-04, the College moved to a 45 megabit per second connection to the Internet, which resulted in an apparent decrease in usage, but it actually showed that the College took a couple of years to expand its usage to take advantage of the increased capacity. This increased capacity was achieved through a conversion of all California Community Colleges to the new California Education Network Infrastructure Corporation (CENIC), which is a non-profit corporation supporting California educational institutions. However, with ever-increasing demands placed on

bandwidth, both inbound and outbound, to the Internet, we were awaiting the addition of a second CENIC connection that will add a redundant link for availability with a speed of one gigabit per second. This circuit went live in March of 2009 and helped to eliminate times when we were hitting 100% of available inbound bandwidth. The following table compares bandwidth usage before and after the upgrade to the gigabit Internet circuit. Although it looks like weekly utilization has gone down in 2011-12, the lower numbers reflect a new reporting package that averages across all days and times. A review of the data shows that average daily utilization during normal business hours is still around 15% for inbound traffic and 9% for outbound traffic.

**Table IV.8a Percent Utilization of Internet Bandwidth Capacity**

	<b>Pre Gig Install (Pre March 2009)</b>	<b>Post Gig Install (March 09-Present)</b>
<b>Daily Avg. Utilization</b>	<b>31.73%</b>	<b>15.20%</b>
<b>Avg. Daily Low</b>	<b>1.80%</b>	<b>1.30%</b>
<b>Avg. Daily High</b>	<b>79.20%</b>	<b>75.00%</b>

Source: Information Technology

**Table IV.8b Percent Utilization of Internet Bandwidth Capacity - Weekly**

	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>
<b>% Inbound</b>	<b>87.6%</b>	<b>6.0%</b>	<b>15.0%</b>	<b>7.0%</b>	<b>10.1%</b>
<b>% Outbound</b>	<b>36.3%</b>	<b>1.8%</b>	<b>8.6%</b>	<b>1.3%</b>	<b>1.5%</b>

Source: Information Technology

**c. Ratio of User Support and Training Staff to Total Faculty and Staff**

The number of user support and training staff remained constant over the last five-year period, while the number of SBCC faculty and staff increased through 2010-11 (see Table IV.9). This growth has resulted in increased demands for support and training, and has stretched the capacity of the support staff to respond in a timely fashion and to provide all technical training desired by the institution. It should be noted that online, self-paced training options have mitigated to some degree the need for face-to-face training.

**Table IV.9 Ratio of User Support and Training Staff (FTE) to Permanent Faculty and Staff**

	2008-09	2009-10	2010-11	2011-12	2012-13
# Permanent Employees (hourly faculty and staff not included)	644	645	657	583	578
# Support FTE	8	8	8	8	7
Ratio	81	81	82	73	82

Source: Information Technology

***Ability to Support 24/7 Access Year-Round to the College's Web Applications***

The College measures its ability to support 24/7 access year-round to the College's web applications by the percentage of available "up-time." Over the last two years, the College has substantially improved this performance index to 99.9% availability by increasing network server, storage, and communications redundancy (see Table IV.10). The College engaged in a remodeling project of the campus server rooms to provide redundant electrical power, improved air conditioning capabilities, and a new backup generator to improve systems availability. In 2009 the college began off site monitoring of all enterprise services and can now report on availability both on and off campus.

**Table IV.10 Ratio of "Up-Time" to Total Hours of Operation**

Service	2010-11	2011-12	2012-13
Primary Web Server	99.8%	99.9%	99.9%
Xythos	99.5%	99.6%	99.8%
Moodle	99.6%	99.8%	99.9%
Pipeline	99.9%	99.9%	99.9%
CE Web Site	99.9%	99.9%	99.8%

Source: Information Technology

### ***Availability of Student Services Online***

Students have had the ability to apply online since Fall 2000. With the campus-wide implementation of Campus Pipeline in Fall 2001, students gained improved access to information and instructional course content. This includes access to transfer information through the DARS degree audit system as well as course grade lookup capabilities. With the rollout of the Banner student system in Spring 2007 and the integration of Campus Pipeline into the Banner system, students now have online access to most student services from submitting a college application to registering for their classes to making payment for college courses.

### ***Key Areas of Institutional Effectiveness in the Area of Applications of Technology***

Over the past five years, the College has made significant progress in the deployment of new technologies in support of instruction, services, and overall operations. The Online College is continuing to use Moodle as it's Learning Management System but elected to move it off campus for 24 hour 7 day a week support. In terms of computer workstations, the College has expanded its infrastructure to support the growth in faculty, staff and students.

The number of staff providing network maintenance, user support, and training has remained fairly stable over the period whereas the demands have increased significantly as a result of this growth. The deployment of campus-wide Wi-Fi access has made network resources available to thousands of additional users who bring laptops or Mobile Devices to campus.

### ***College Action in the Area of Applications of Technology***

During the past four years, a number of new initiatives have been planned and implemented including:

- Expansion of the campus wireless network continues to grow. We are now refreshing older access points and have upgraded our wireless controllers
- Upgraded switching infrastructure from Nortel to HP replacing the core and edge switches
- The college has completed the transition from the Novel Groupwise email system to Google Apps for Education.
- The development and launch of our mobile web applications including faculty rosters, student grades, class search, and more.

In the 2009-10 year the college increased the number of online courses using Moodle and more than doubled the number of wireless access points installed on campus. In addition wireless access points were installed at the Wake Center and at our Cosmetology Program located in the Magnolia shopping center.

In 2010-11 the number of wireless access points doubled on the main campus, providing enhanced Wifi connectivity across all campus areas.

In 2011-12 additional access points were installed in areas that had increased growth in students with Wifi enabled devices. In addition the college was able to upgrade 10 access points with the higher performance N radios in the library and LRC. In 2012-13 we continued to add access points in areas that had increased growth in students Wifi demand.

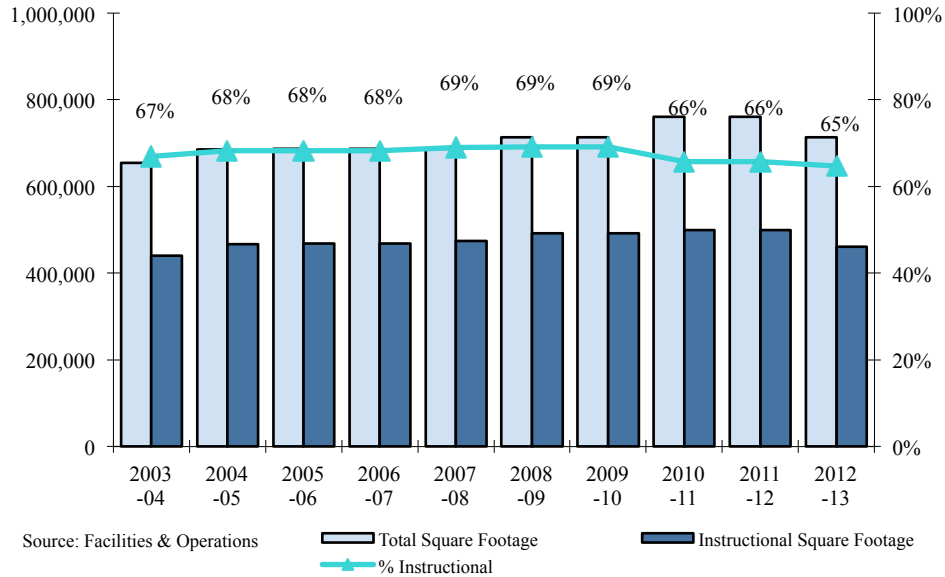
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## CHAPTER V: FACILITIES

### *Square Footage*

The overall space available for instructional and non-instructional activities at the College (including the two Continuing Education centers), has increased slightly over the last ten years. The percentage of total space that is used for instruction has remained fairly stable over the period, decreasing slightly in the last three years (see Figure V.1).

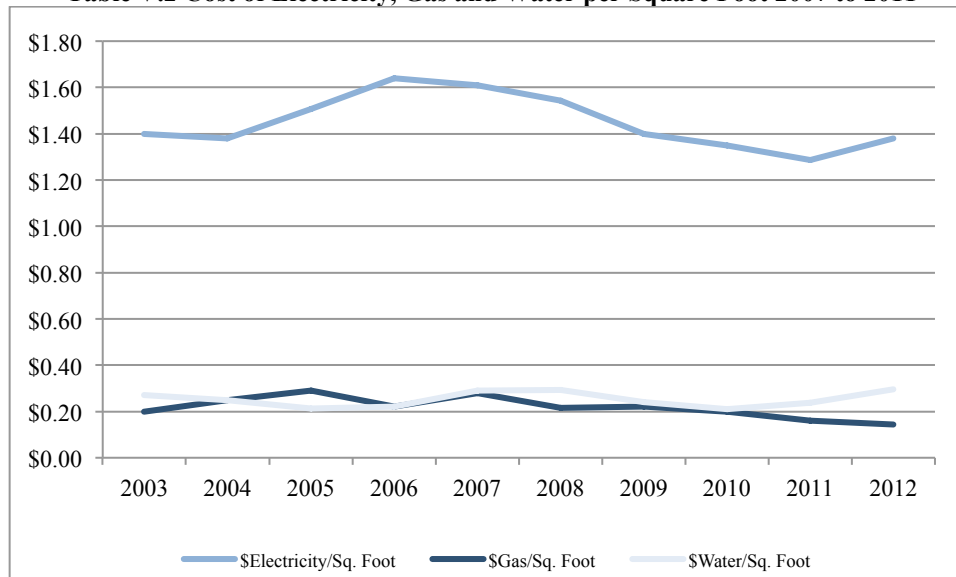
**Figure V.1 SBCC Building Space - Square Footage  
2003-04 to 2012-13**



### *Energy Utilization/Square Foot*

The utilities costs have fluctuated slightly across the period, with the cost of electricity ranging from a high of \$1.64 per square foot in 2006 to a low of \$1.29 per square foot in 2011. The cost of water has remained between \$0.21 and \$0.29 per square foot and natural gas has dropped to \$0.14 per square foot in 2012 from \$.029 in 2005 (see Table V.2).

**Table V.2 Cost of Electricity, Gas and Water per Square Foot 2007 to 2011**

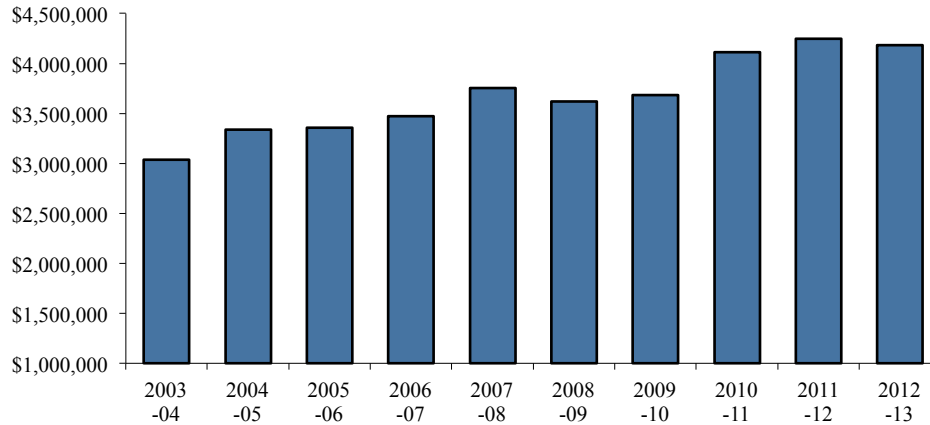




### ***Annual Expenditures for Maintenance and Upkeep of Facilities***

The annual expenditures for the maintenance and upkeep of facilities increased by 38% between 2003-04 and 2012-13. Expenditures decreased in 2008-09 and 2009-10 due to efforts to reduce expenditures as a result of reductions in state funding (see Figure V.3).

**Figure V.3 Annual Expenditures for Maintenance and Upkeep of Facilities 2003-04 to 2012-13**



Source: Facilities & Operations

### ***Key Areas of Institutional Effectiveness in the Area of Facilities***

The College is committed to maintaining a physical environment that provides the best possible conditions, within the resources available, for teaching and learning and for conducting the operations of various College services and units. The annual expenditures for maintenance and upkeep of facilities demonstrate this commitment.

### ***College Action in the Area of Facilities***

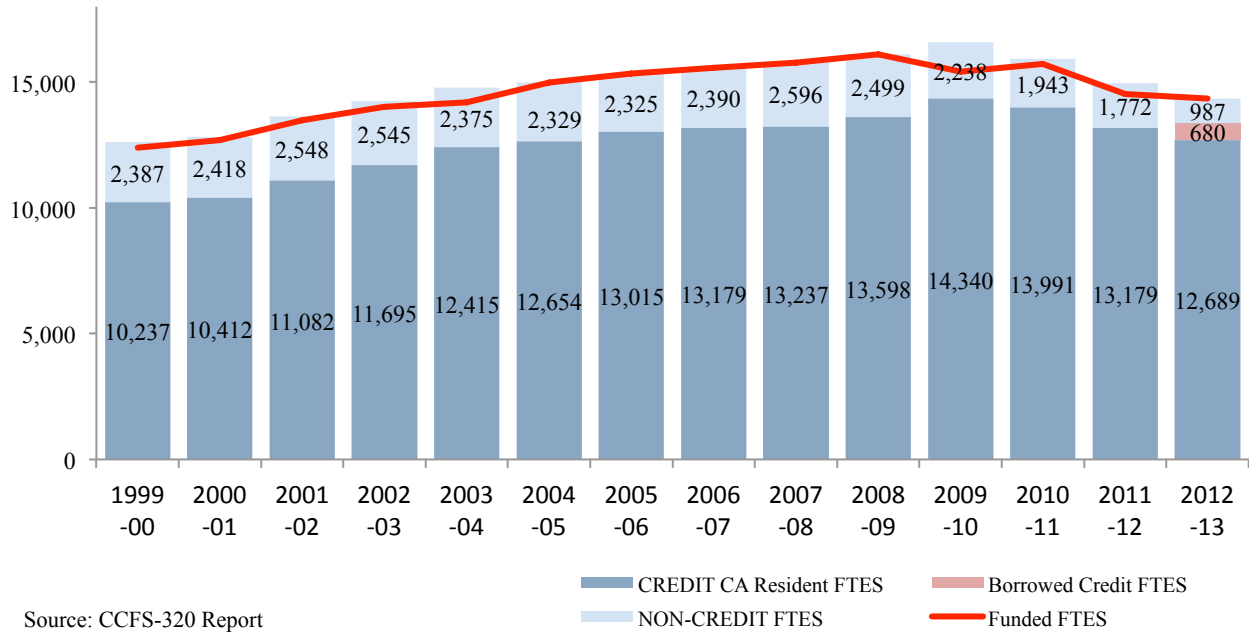
The College will need to continue its efforts to ensure an appropriate level of maintenance and upkeep of facilities and explore options for renewing and upgrading its infrastructure, especially as new facilities are added and existing facilities are renovated. The passage on June 3, 2008 of the Measure V bond for capital improvements includes \$17 million for deferred maintenance projects. This infusion of money will allow the College to make significant improvements throughout the main campus, and the two Continuing Education centers. The ongoing state fiscal challenges will continue to pose difficulties in this area.

## CHAPTER VI: FISCAL SUPPORT

The fiscal health of the College is an ongoing key area of emphasis for the Board of Trustees, administration, faculty, and staff of the institution.

### *FTES Funding History*

**Figure VI.1 FTES Funding History  
1999-00 to 2012-13**

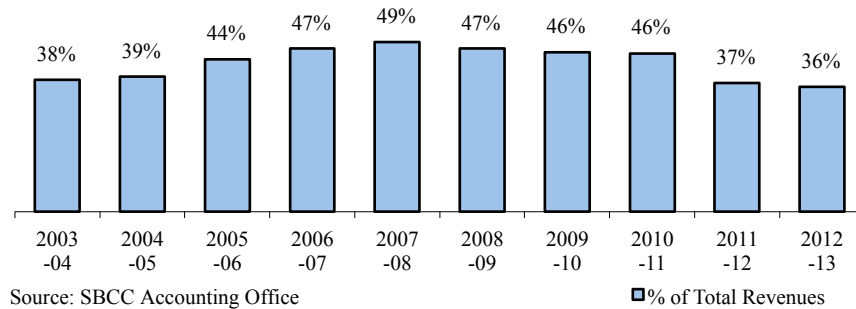


Source: CCFS-320 Report

### *State General Apportionment as a Percentage of Total Revenues*

This percentage increased to its highest point (49%) in 2007-08, and declined slightly over the next two years. A large drop occurred in 2011-12 (see Figure VI.2).

**Figure VI.2 State General Apportionment as a Percentage of  
Total Revenues (Unrestricted and Restricted)  
2003-04 to 2012-13**



Source: SBCC Accounting Office

■ % of Total Revenues

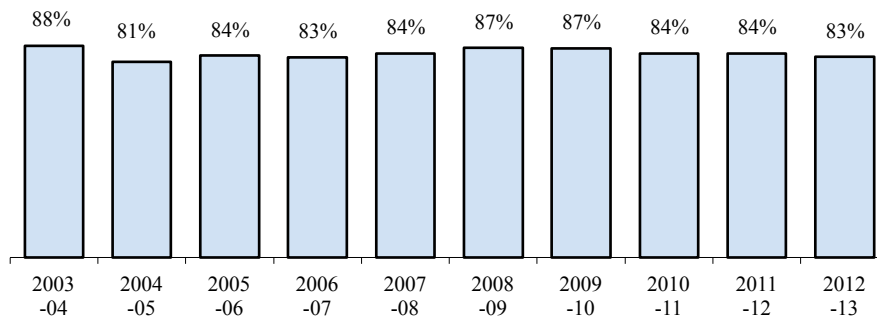
### ***Restricted Revenues as a Percentage of Total Revenues (Unrestricted and Restricted)***

Restricted revenues represented 13% of the total revenues in 2011-12, similar to the 14% and 13% in the previous three years. However, a decrease from 16% in 2007-08 was a direct result of the significant reduction in funding for categorical programs that started in 2008-09.

### ***Salaries and Fringe Benefits***

Fringe benefits (excluding STRS and PERS) represent 18% of salaries, and STRS and PERS constitute an additional 8% of salaries. Total salaries and benefits represented 83% of total expenditures from restricted and unrestricted funds in 2012-13 (see Figure VI.3). Because a high proportion of the expenditures is for salaries and benefits, discretionary unrestricted general funds that the College can spend on new initiatives or to enhance support of existing projects and programs are limited.

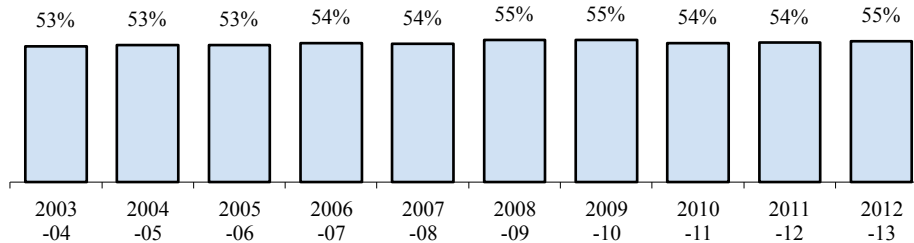
**Figure VI.3 Salaries & Benefits as a Percentage of Total Restricted and Unrestricted Expenditures 2003-04 to 2012-13**



Source: SBCC Accounting Office

Instructional salaries and benefits represented between 53% and 55% of total expenditures from unrestricted funds across the period (see Figure VI.4). The College is in compliance with Education Code Section 84362 (i.e., the 50% Law).

**Figure VI.4 Instructional Salaries & Benefits as a Percentage of Total Unrestricted Expenditures 2003-04 to 2012-13**

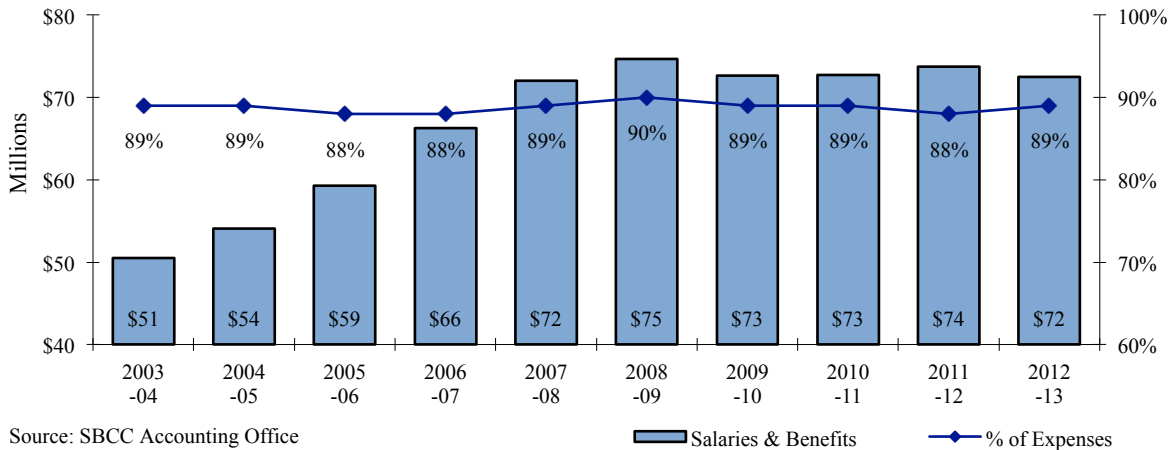


Source: SBCC Accounting Office

### Unrestricted General Fund: Salaries and Benefits

The College's expenditures for unrestricted salaries and benefits grew by almost \$18 million from 2004-05 to 2007-08, and decreased by almost \$2M in 2009-10 compared to 2008-09. The decline was due to a combination of factors: a number of vacancies in management and administrative positions were not filled, the rates for hourly pay of short-term staff and student workers were restructured and brought to levels consistent with peer community colleges and similar pay, other vacancies were filled after keeping the positions open for longer periods, where possible. When examining salaries and benefits as a percentage of the unrestricted general fund, this percentage has remained fairly constant between 88% and 90% of the College's expenses (see Figure VI.5). However, this means that the College's ability to expend unrestricted general funds on projects and new initiatives is limited.

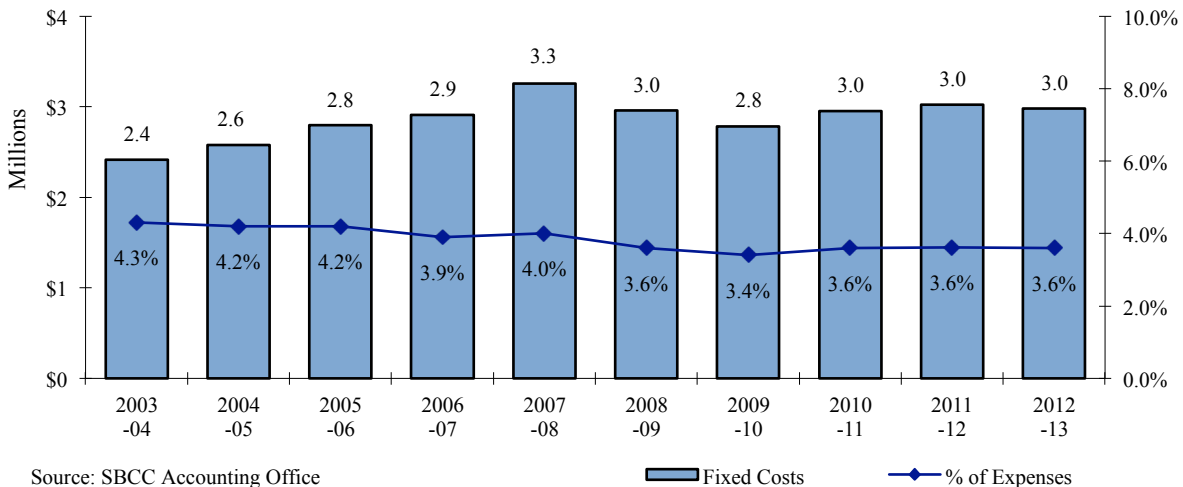
**Figure VI.5 Unrestricted Salaries & Benefits as a Percentage of Unrestricted General Fund Expenses 2003-04 to 2012-13**



### Unrestricted General Fund: Fixed Costs

The College's expenditures for fixed costs have fluctuated slightly in the past ten years, remaining close to 3 million each year. Fixed costs are those expenses that the College must pay and there is little flexibility or control over the amounts. These include utilities, insurance, and audit and banking fees. When examining fixed costs as a percentage of the unrestricted general fund, this percentage has remained between 3.4% and 4.3% across the period (see Figure VI.6). The drop in recent years is due to efforts to slow down expenditures in light of the state fiscal crisis and reductions in state funding.

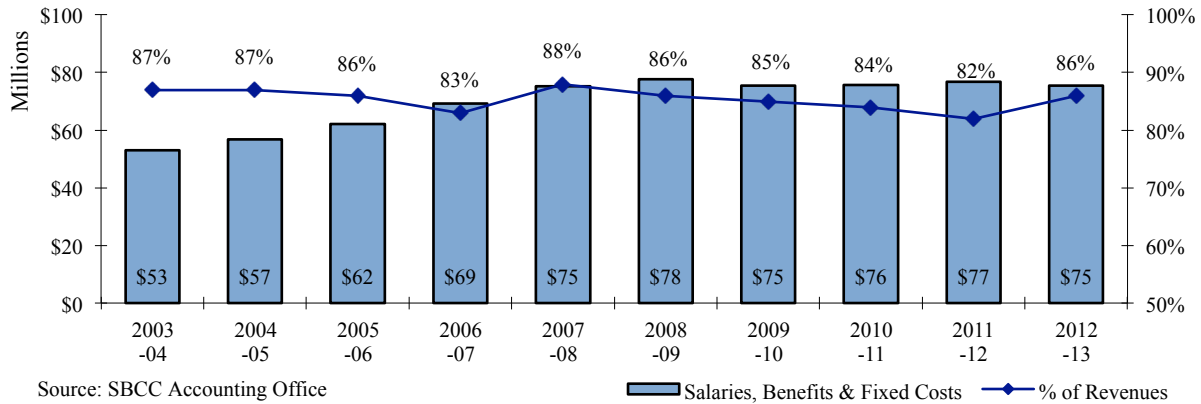
**Figure VI.6 Fixed Costs as a Percentage of Unrestricted General Fund Expenses 2003-04 to 2012-13**



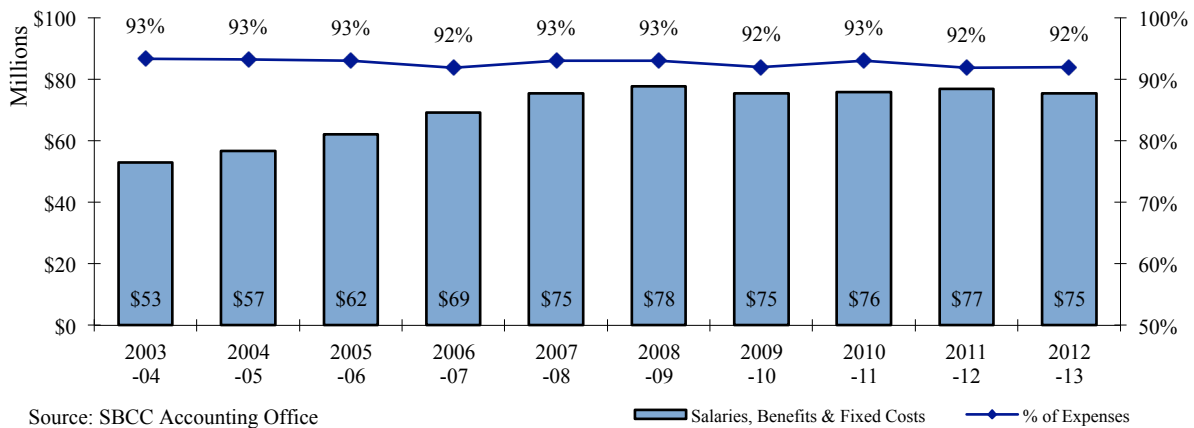
### Unrestricted General Fund: Salaries, Benefits and Fixed Costs

That portion of the College's revenues and expenditures that is not salaries, benefits or fixed costs represents the discretionary portion of the College's budget. For most of the past ten years, these combined costs have been between 82% and 88% of the unrestricted general fund revenues and between 92% and 93% of expenses. These figures indicate that only 12% to 18% of the revenues and 7% to 8% of the expenses are discretionary. The combined expenses for salaries and benefits and fixed costs grew by \$25M from 2003-04 to 2008-09 (see Figures VI.7 & VI.8).

**Figure VI.7 Salaries, Benefits & Fixed Costs as a Percentage of Unrestricted General Fund Revenues 2003-04 to 2012-13**



**Figure VI.8 Salaries, Benefits & Fixed Costs as a Percentage of Unrestricted General Fund Expenses 2003-04 to 2012-13**



**State Cost of Living Adjustment (COLA) versus Consumer Price Index (CPI) Increases**

There has been zero increase in COLA between 2009-10 and 2012-13, and the annual CPI for all products for the Southern California region has been marginally better, averaging 1.67% over the four year period (see Table VI.9).

**Table VI.9 COLA and CPI 2009-10 to 2012-13**

	2009-10	2010-11	2011-12	2012-13	4-Year Average
COLA	0.00%	0.00%	0.00%	0.00%	0.00%
CPI	0.88%	2.86%	1.59%	1.35%	1.67%

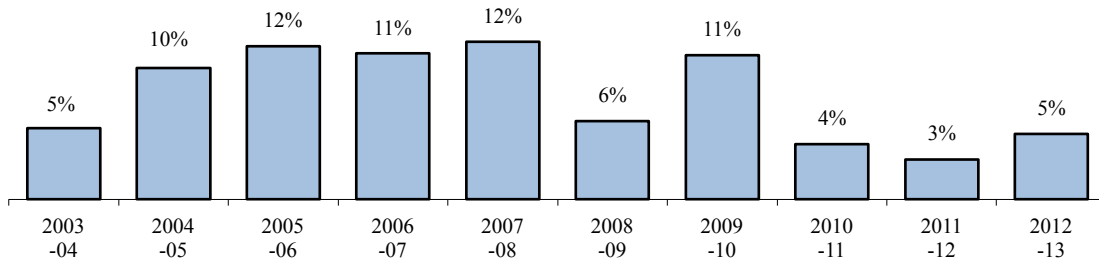
Source: SBCC Accounting Office

**Capital Outlay Expenditures**

Capital expenditures are for items that are not consumed or used up like a supply, but rather have a useful life that lasts for more than two years. Capital outlay will include equipment, land, buildings, ground improvements, and building construction, remodeling or additions.

The capital outlay expenditures as a percentage of total revenues (including general, equipment and construction funds) fluctuated over the last ten years, ranging from 3% to 12% (see Figure VI.10). The drops in 2008-09, 2010-11, and 2011-12 are due to the decision to reduce expenditures in light of the state fiscal crisis and the need to preserve cash reserves to deal with deferred payments and reduced funding from the state.

**Figure VI.10 Capital Outlay Expenditures as a Percentage of Total Revenues (Restricted and Unrestricted Funds) 2003-04 to 2012-13**

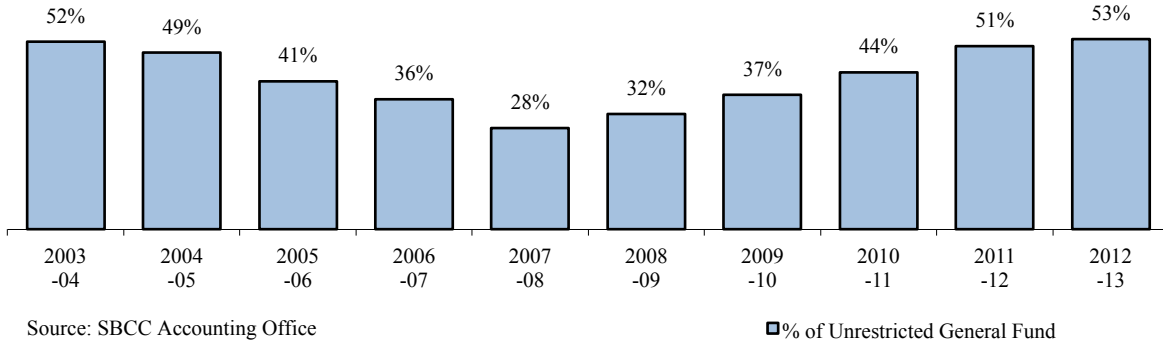


Source: SBCC Accounting Office

**General Fund Balance as a Percentage of Total Unrestricted General Fund Expenses**

Total general fund balances as a percentage of total unrestricted general fund expenses increased from 28% in 2007-08 to 51% in 2011-12. Figure VI.10 shows the fund balances as a percentage of unrestricted general fund expenditures and Table VI.11 shows actual fund balances.

**Figure VI.10 Total Fund Balances as a Percentage of Unrestricted General Fund Expenditures Excluding Transfers 2003-04 to 2012-13**



**Table VI.11 Fund Balance (in Thousands) 2003-04 to 2012-13**

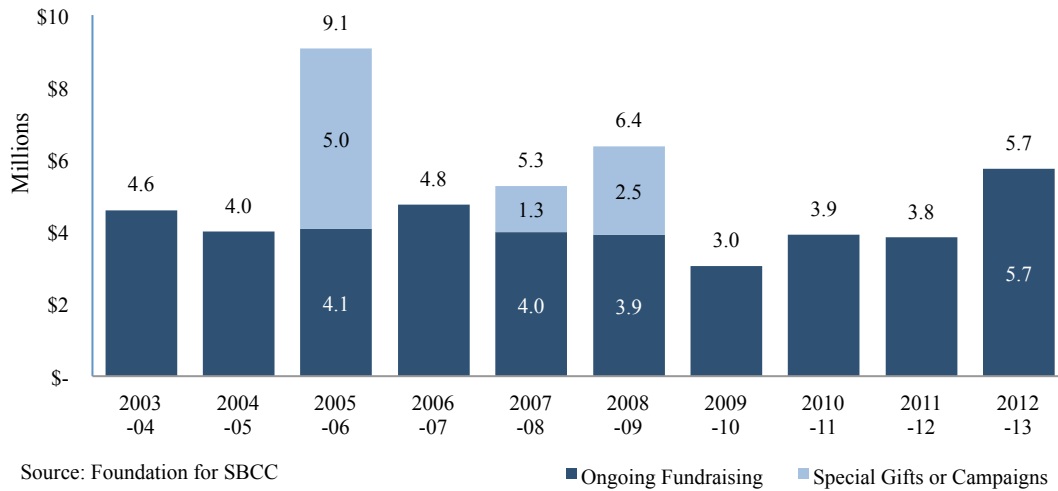
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
General	13,152	12,411	9,453	10,717	11,209	16,483	22,886	22,464	25,694	26,703
Equipment	5,851	6,315	6,343	5,020	4,307	4,192	2,675	5,699	7,038	7,421
Construction	10,441	11,443	11,738	11,153	7,085	6,240	4,883	7,431	9,649	9,052
Total	29,445	30,169	27,534	26,890	22,601	26,915	30,444	35,594	42,381	43,176
% of Expenses	52%	49%	41%	36%	28%	32%	37%	44%	51%	53%

Source: SBCC Accounting Office

## The Foundation for SBCC

The Foundation for SBCC was established in 1976 as a not-for-profit 501(c) (3) corporation with the purpose of supporting the College's mission. The primary mission of the Foundation is to provide financial support that aids SBCC in achieving a level of excellence beyond what is possible with state funding. Special gifts or campaigns include a generous \$5M deferred gift from one donor, \$1.28M raised by the SoMA (School of Media Arts) Capital Campaign in 2007-08 and a \$2.45M estate gift in 2008-09. The decrease in donations received in 2009-10 reflects the downturn in the economy (see Figure VI.13).

**Figure VI.13 Foundation Annual Funds Raised  
2003-04 to 2012-13**





### ***Key Areas of Institutional Effectiveness in the Area of Fiscal Support***

During years of fiscal instability, the Board of Trustees and the administration avoided fiscal problems by diligently developing and administering the college budget. Between 2003-04 and 2007-08, California Community Colleges and SBCC experienced very good budgets with significant infusion of new money through the implementation of the SB 361 funding mechanism and the equalization of funding across the 72 California community college districts and 112 community colleges. From a total fund balance of over \$30 million at the end of 2001-02, the College started 2008-09 with a total ending balance of \$22.6 million and a bleak fiscal outlook. In 2008-09 and 2009-10, the College took deliberate and proactive measures to deal with the state fiscal crisis. As a result, the College was able to maintain employment of all regular employees and preserve core instruction and services.

### ***College Action in the Area of Fiscal Support***

In 2008-09 and 2009-10, the College has reduced its operating expenses to meet the budget reductions effected by the State. The College has made concerted efforts to continue ongoing unrestricted general fund expenditure reductions in 2009-10 and achieved a balanced budget, in spite of significant reductions in state funding. The College will engage in a systematic analysis of its budgeting practices, reduce ongoing unrestricted general fund expenditures, link program reviews to planning and budgeting, and aggressively pursue alternative sources of revenues. At the same time, as a college, our two most important commitments and efforts are towards maintaining 1) core instruction and programs that serve our students, and 2) employment of regular employees: full-time faculty, regular classified staff and administrators/managers.

# **2012-2013 Institutional Effectiveness Annual Report**

**From the Office of Superintendent/President  
Dr. Lori Gaskin**

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