

What Division are you in?	What Department are you in?	Is your idea to increase revenue or decrease expenditures?	What is the "Title" of your idea?	What is your idea?
Information Technology (IT)	Lab Support	Decrease Expenditures	Eliminate printing	Printers are an additional electrical expense even when not in use. Force ALL departments to use electronic forms (it's 2025, after all) and eliminate the costs involved in dead tree printing.
Student Services	A&R/DE	Increase Revenue	Partnerships with 4-year Universities	-"Upskilling" high school teachers interested in pursuing a master's degree (Language courses, science, etc...). The dream is to create a partnership where the 4 yr provides an executive level (ie. short and flexible) program at a reduced and/or subsidized cost. Partners would find numerous ways to keep the cost low for teachers. We can work with our foundation to help support our students with the caveat that they teach DE courses for XX years. Geoff Green and Jens already piloted this successfully at DPHS. -Ensure that HS pathways align not only to ADTs at the community college, but lead directly to specific degrees at the local 4 yr. The less guesswork for the student, the better. Everyone plays a role ... the high schools, the community college, and the 4 yr. Ideally we work together to ensure students' success.
Academic Affairs	English	Increase Revenue	Keep Classes Open	In conversations with colleagues who have been at the school much longer than I have, there seems to be a consensus that classes should be kept open longer before closing them due to low enrollment, since students often wait to add classes until the semester has already started. If we are teaching more classes, then we will receive more funding from the state and from student tuition.
Student Services	A&R/DE	Increase Revenue	STRIVE program	Roll out the Dual Enrollment program for our Quetzal Alta Vista students. We start by having them take noncredit courses to build confidence, mentorship and support and then align our SBCC STE courses on our College campus with their afternoon schedule. This will engage with a population that is not "College-bound"
Academic Affairs	Accounting and Finance Education	Increase Revenue	Marketing our West Lawn and other campus locations	Our great lawn on West Campus should be being listed with the City Parks and Rec and we should be leasing out our space for weddings, community events, etc through summer, weekends, and evenings. We have the most beautiful Campus and when I moved here 22 yrs ago everything from the annual kite festival to Barack Obamas campaign fundraising event was held on this Campus. I would come to Campus 4-6 times a year for community events. We need to get back to that and be apart of the community, and raise a little revenue. I know the Cottage Cancer group rented out the lawn 10+ years ago for a survivor benefit event because I attended it for my brother. There was a band and food and it was an all day affair and Cottage paid CC to lease the space. It's not massive dollars but it is a wonderful way to get integrated back with the community and generate revenue.
Academic Affairs	Marine Diving Technology	Decrease Expenditures	Utilize Industry Partners	The marine diving industry is an inherently costly industry since most of the equipment must be marine grade and support human life. It would be easy to buy the \$20 valve from china versus the \$150 valve from a respected US company but that is a safety concern. A box of consumable wet welding rods costs \$30, even with the educational discount but wet welding is a standard for our accreditation program. My goal is to try to get more financial support from industry so that the school can allot less funds to the program. Also, with California's push to implement offshore wind farms I think there are government grants I could apply for to help subsidize the MDT budget as well. It might also be useful to consider that all other private dive schools cost between \$20,000 and \$30,000 dollars while in state tuition for the MDT program amounts to around \$2,000. Because of this, I think it is reasonable to increase lab fees from the students to help offset costs of equipment.
Student Services	Raices	Increase Revenue	Community Market at La Playa Stadium Parking Lot	To host a community market and rent out spaces at an affordable rate to local vendors, community members, etc. Similar to Ventura College and Oxnard College. This helps bring in revenue through their respective foundations. This can help with bringing the community to our campus, and to increase some cash flow every weekend. If the concern is conflicting schedules with stadium rental events, such as sporting events, then we could host the community market (swapmeet) in Lot 3 near West Campus or possibly a Farmers Market in the Lot 4 area in West Campus on Weekends or both, a farmers market on Saturday and a Swapmeet Market on Sundays. Many families have to travel to Ventura County to have this experience, why not host it here in their own hometown.
Student Services	Raices	Decrease Expenditures	Hispanic Serving Institution Grants Advisory Committee	I believe we need an HSI Grant advisory group at SBCC in order to have more community agreement on campus on how HSI grant funds are being spent. In addition it is imperative that this advisory committee be charged with the grant application process in a collective method instead of relying on a faculty member to lead in a silo. This will help better allocate funds, such as travel and conference expenses, major purchases, and other items. This can help with creating a way to not only distribute funds where needed like EOPS, CESJ, DREAM center, but also for Outreach and Recruitment of Hispanic/Latino/a/x/e students from local high schools.
Student Services	Raices	Increase Revenue	Tesla Charging Station at SBCC	I believe we should host Tesla chargers in Lot 3 across from Leadbetter Beach. This can highly increase revenue while the amount of visitors, students, staff, and faculty continue to purchase this vehicle. We should consider becoming Tesla charging partners and collect revenue as a Destination Charging Station.
School of Extended Learning	School of Extended Learning	Decrease Expenditures	Voluntary 11-month Employees	Opt-in option for employees to work 11 months and have paychecks paid over 12 months. Especially after COVID, summer camps are more expensive and for less hours of childcare. A 'staycation sabbatical' could reduce financial stress, while also allowing individuals to return to work, refreshed after an extended period away from work.
Information Technology (IT)	IT Network Services & Technical Services	Decrease Expenditures	Purchase of refurbished PC equipment	If 15 employees who earn the average of \$85K/year were to opt into this plan, it would save the college \$105K/year. I propose that we purchase refurbished computers for the refresh/replacement of staff/faculty and potentially lab PCs that run the Windows operating system. Purchasing refurbished/reconditioned PCs would provide a 54% savings over buying new PCs without a significant drop in performance or quality. We have done this during a past budget crisis which allowed us to save significantly from the refresh budget.

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				<p>Numbers from the Mar/Apr/May/June_CPC headcount available on 10/10/24.</p> <p>As the size of the college has decreased, so has the number of members in the employee groups who have direct contact with the students. Full time faculty decreased by 13 (185 FY19/20 to 172 FY 24/25). In the same time span adjunct instructors decreased from 169 to 163 and classified staff from 260 to 248. The only employee group with an increase is educational administrators who went from 19 to 25. The educational administrators are one of the highest paid groups on campus. It seems likely that 4 - 5 educational administrators cost the college \$1,000,000 each year between their salaries and benefits. I suggest that the college look very closely at the number of educational administrators and seek ways to consolidate job descriptions and responsibilities. If roles are consolidated, perhaps additional administrative support is offered so the workload remains manageable.</p> <p>It seems that replacement administrator positions are just assumed to be necessary. In addition, there should be a transparent process for the hiring of new and replacement administrators. The academic senate helps with the hiring of new faculty and a similar process is planned for classified. Which college committee or group makes the decision to hire new or replacement administrators?</p> <p>While fiscal redundancy is a good thing, instead of an Assistant Controller, a Controller and an Auditor could a Controller and an Assistant Controller/Auditor be hired instead? Two positions instead of three. With Follett now running the textbook portion of the campus store, is there really a need for Director of Auxiliary Services (food services and campus store) or could these responsibilities be assigned to Chris Renbarger or Rob Morales? (Nothing can be done here until Paul Miller retires.)</p>
Academic Affairs	BioSci	Decrease Expenditures	Reduction in number of high-level administrators and managers, increase income	<p>Increase income</p> <p>Increase the amount of money from the state by increasing the number of students who complete certificates. Students who don't transfer and don't complete an Associates degree would leave SBCC with a certificate instead of nothing. SBCC could greatly increase the number of certificate programs it offers and even in the breadth of the associate degrees offered. The nursing program is very popular. What about adding a dental hygienist program or phlebotomy certificate? SBCC does not currently have a AA in Public Health (although most of the required classes exist and Barry Tanowitz has taken a public health class to CAC). What about diversifying the HRC program and offering classes geared towards cooking in institutions? Long Beach Community College offers a Nutrition Assistant AS and I think SBCC could offer something similar</p> <p>https://lbcc-public.courseleaf.com/degrees-certificates/nutrition-dietetics/nutrition-assistant-as/#programrequirements</p> <p>Departments working together to create certificate programs between the two departments such as PE and BMS</p> <p>Increase Community</p> <p>The Cafeteria has great views and a great deck. What about offering "Friday Family Dinners" from 5 - 7:30 on the Fridays during daylight savings? The meals would be abundant cheap food that keeps well (spaghetti, tacos, fajitas) and priced to basically break even. The HRC students would manage it. No second trips through the buffet. Sodas and desserts would cost extra, reservations encouraged. No alcohol would be allowed. I think this would be great exposure for the campus and be great community outreach. If I lived on the Mesa, I would walk over to take advantage of it. It would also give the Cafeteria exposure as a possible event location.</p>
Academic Affairs	Biological Sciences	Decrease Expenditures	Decreasing Expenditures	<p>Decrease the salary of the VP of the division, the deans, and the executive (confidential) assistants. Remove faculty stipends until it can be proven that work is necessary and actually being done.</p> <p>-Collaborate with Cottage Health to develop necessary training programs/classes/certificates for in demand jobs outside of nursing like Clinical Lab Scientist or Medical Lab Technician.</p> <p>-Use SBCC as a testing center for exams like ASCP Board of Certification (the nearest place to take an exam is Santa Maria or Westlake)</p> <p>-Oxnard College's Dental Hygiene Program is in high demand, I've had students waiting to either get in to nursing here quit and wait to get in to their dental hygiene program that also has a two year wait. If SBCC could develop something similar it would be a thriving department.</p> <p>-Have the Biological Sciences department develop certificates that solely focus on hard lab skills. Many students after graduating college cannot get jobs in the sciences because they did really do much lab work, developing a "bootcamp" or certificate program would help. Especially since there is a generation of students that lack hands on lab experience after taking so many of their lab classes online during the COVID-19 pandemic.</p> <p>-Support programs and the employees for those programs at SBCC that are in high demand that bring students to this campus like nursing (instead of not renewing their contracts & causing staff turnover etc)</p>
Academic Affairs	Biological Sciences	Increase Revenue	Collaborate with Institutions for Programs in Demand	<p>Over the years, the numbers show we have seen more Administrators hired than classified staff. We should be focused on helping our students, not hiring or creating for that matter, more Directors, VPs, Executives, Assistant Superintendents, because it is classified staff who work directly with students. SBCC is not a business but an educational institution and some of these higher up positions are running the college like a business. It shouldn't be just about the numbers, it should be what the students need. What about building up our Automotive and Culinary Arts programs that have continually gotten less support over the years? Not all students want or can afford to transfer to a 4 year University and with SBCC being a community college, we should be offering programs where a student can achieve a career without more schooling or more debt. There are too many Chiefs in the Kitchen at SBCC and we should be more focused on helping our student population.</p>
Academic Affairs	Biological Sciences	Decrease Expenditures	Less Administrators, more focus on student needs	<p>Increasing the number of certificate and CTE offerings on campus will drive increased enrollment. If students are unable to complete a degree program, certificates can still attract students looking for limited coursework that may lead directly to employment. The biology department is currently working on establishing a number of new certificate and potentially CTE offerings for students.</p>
Academic Affairs	Biology	Increase Revenue	Increase Number of Certificate and CTE Programs	<p>We need more food options on campus for students, staff, and faculty. Allowing food trucks to park on campus and provide various food offerings would increase time spent on campus for students (potentially driving revenue elsewhere) and could also bring community members to campus who are looking for new food options. Most students leave campus immediately after class since there's no incentive to stay and no place to eat! The expense for this would be minimal and the profit could be significant!</p>
Academic Affairs	Biology	Increase Revenue	Food Trucks for Campus and Community Engagement	<p>I have contacted VNA (previous employer) and have been receiving their expired nursing supplies (gloves, gowns, face masks, syringes, needles, saline, catheters, trach kits, dressing change kits, irrigation trays, oxygen tubing and masks etc.) that they would normally discard. We can use expired supplies for students to use in the lab for PRACTICE and save our own unexpired supplies for nursing COMPETENCY SIGN-OFF! Any donated material I don't use I pay forward to Ventura Technical Institute, so it gives supplies 3 opportunities to be of use.</p>
Student Services	Allied Health & Nursing Lab	Decrease Expenditures	Reuse-Recycle-Donate	<p>We supported additional coaching staff this year to obtain their Class C with Passenger Endorsement license. This will allow them to drive the larger capacity vans to more events, eliminating the need to hire a transportation company for multiple events in 25-26.</p>
Academic Affairs	PE / Athletics	Decrease Expenditures	Class C with Passenger Endorsement	

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Academic Affairs	PE / Athletics	Decrease Expenditures	Elimination of Travel & Conference for Certificated and Classified	Take a one year break from attending in person and attend virtually when possible.
Academic Affairs	PE / Athletics	Decrease Expenditures	Eliminate Campus Events Budget for 24-25	Eliminate Campus Events Budget for 24-25 (\$7k)
Academic Affairs	PE / Athletics	Increase Revenue	Add Women's Flag Football Club	Adding Women's Flag Football as a club would bring additional students to campus. In just five years, women's flag football became a sanctioned sport in the National Association of Intercollegiate Athletics (NAIA) and earned a spot in the 2028 Summer Olympics. High school participation has also soared, with 42,955 girls participating in the 2023-24 season – a 105% increase from the previous year. The 3CZA will likely be adding it soon.
Academic Affairs	On Behalf of Academic Deans' Council	Increase Revenue	1. Raise Course Caps based on historical retention/attrition rates to ensure maintenance of a healthy fill rates. 2. Continue to increase dual enrollment offerings. 3. Reevaluate NTCC Stipend Model. 4. Fee Structure for Orfalea. 5. Cosmetology move to Cliff Campus. 6. Identification of additional credit courses that do not lead to degree and covert them to non-credit (if possible/applicable). 7. Mandate tutoring for some/more required transfer level courses - and it increases student success.	1. Raise Course Caps based on historical retention/attrition rates to ensure healthy fill rates. 2. Continue to increase dual enrollment offerings. 3. Reevaluate NTCC Stipend Model. 4. Fee Structure for Orfalea Center. 5. Cosmetology Move to Cliff Campus. 6. Identification of additional credit courses that do not lead to degree and covert them to non-credit (if possible/applicable). 7. Mandate tutoring for some/more required transfer level courses - wherever possible - and it would also increase student success, particularly for our most marginalized populations. Note: Many of these ideas require conversation with other stakeholders/constituency groups. These are simply some ideas and we fully recognize that additional conversation, collaboration and buy in is important. Thank you for your consideration. Sincerely, Academic Deans' Council
Academic Affairs	On Behalf of Academic Deans' Council	Decrease Expenditures	1. Continued Enrollment Management Practices for Better Efficiency. 2. Consolidation of Staff Job Tasks in Our Area. 3. Hiring Pause on all NEW UGF Positions (with some exceptions).	1. Continued Enrollment Management Practices for Better Efficiency; Extending the automated waitlist into the first week of the semester, More cross listed courses, Increase enrollments through retention activities. Mechanism for accountability for success rates in classes to increase retention rates. Have IR run success data, link previous data to current courses in a way that is more automated. Reach an annual productivity of 16. Elective courses offered on an annual or biannual basis (whenever possible/desirable). 2. Consolidation of Staff Job Tasks in Our Area: Reevaluation of duties when someone leaves, Some positions may not be essential anymore, May need specifics. 3. Hiring Pause on all NEW UGF Positions (with some exceptions). Do so for 1 year and then reevaluate. Not including current vacancies. Note: Many of these ideas require conversation with other stakeholders/constituency groups. These are simply some ideas and we fully recognize that additional conversation, collaboration and buy in is important. Thank you for your consideration. Sincerely, Academic Deans' Council
Academic Affairs	Academic Affairs	Decrease Expenditures	Pause the vacation accrual summer payouts	If we paused the vacation accrual summer payouts, we would help with expenditures. Perhaps we need to revisit the max accrual policy/practice and consider adjusting it to 200 hours rather than 400? Also, by encouraging our staff to take vacation time, not only does it help us financially but it is also a healthy decision for the staff member and helps with work-life balance – something many of us struggle with. Thanks for considering.
Academic Affairs	Academic Affairs	Decrease Expenditures	Assess current vacant positions to ensure the need to replace the position is still viable.	Review the Matriculation/Specialist Position and consider not replacing it.
Academic Affairs	Academic Affairs	Decrease Expenditures	Pause on Travel and Conference for 1 Year and, for sustainability, revisit this practice every 5-6 years.	During a time of budget deficits, it might not be too much to ask of all of us to reduce/pause our travel and conference to annual conferences. Or perhaps we send smaller teams to conferences – that's another idea/option for consideration. Professional Learning is important and I think we need to continue to support it and sometimes we could afford to take a break from attending annual conferences. Thanks for considering.
Academic Affairs	Academic Affairs	Increase Revenue	Mandate Tutoring Services for More Required Transfer Courses	Currently, research shows that when students receive tutoring, the probability of increasing successful course completion increases. What if we mandated tutoring services for some transfer level courses (piloted) and assessed the revenue generates in additional FTES and measured successful course completion rates, too? This mandate might be a win-win for students' success and for the college as it would generate FTES = apportionment in revenue. Thanks for considering.
Academic Affairs	Physics and Engineering	Decrease Expenditures	Make decrease expenditure a higher, serious priority	It is well know that increasing the enrollment cap in our classes both increases revenues (more WSCH, unless...) and decreases expenditures (less TLUs). In fact, to quote a resent email from our VPAA, "I want to extend my sincere thanks to the faculty members who increased their class caps. Your efforts have significantly contributed to our collective productivity, helping us meet student demand while minimizing further impact on our budget. As we continue to face a structural budget deficit, every operational saving is crucial. As part of our ongoing efforts to enhance efficiency, I continue to encourage faculty to increase their class caps or consider taking on additional students. It's important to note that this doesn't necessarily result in exceeding the course cap, as retention and attrition rates often balance enrollment numbers, so accommodating extra students initially could be beneficial." However, when I offered increase the cap of my classes it was declined since my TLU load would go over 25 TLUs. So, what could have been done for an increase cost of 2 TLUs by increasing the enrollment cap will now costed 5.4 TLUs because a whole new lecture and lab section needed to be formed. It is hard to believe there is a budget problem when the department and FA come up with a cost savings and the administration blocks it, putting the 25 TLU limit as more important than cost savings. The 25 TLU limits needs to be a lower priority than the budget priority. Action requested: Be serious about the budget! You have the power to over rule people and policies that put budget priorities behind the 25 TLU limit priority. Yes, the FA and the department has given a path to waive the 25 TLU limit for the priority of the budget. The admission needs to do the same.

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Academic Affairs	Physics and Engineering	Decrease Expenditures	More carrot	<p>It is well known that state funding is based on a 525 WSCH/FTEF ratio. It is also well known our college is operating well below that level and; therefore, has a structural deficit.</p> <p>Currently, there is no "award" system in place for departments that meet or make progress toward this goal.</p> <p>One "award" would let departments have more autonomy on low enrolled classes so long as the 525 ratio is met.</p> <p>In short, my department could do better with the budget (like combined lectures and labs into fewer classes), but I/we need some encouragement/reward otherwise we do more work, but get no direct benefit.</p>
Academic Affairs	Learning Support Services	Increase Revenue	Designate the LRC as a Tutoring Lab	<p>We have had some success in collecting apportionment for tutoring over the last year. We do this two ways. In one scenario, a tutor logs a student in and out of Accudemia when the student sits down to work with them, just for the time that the student works with the tutor directly. This is how tutoring currently collects apportionment when it happens in the LRC. This means that we collect apportionment on only a very small percentage of the time that students spend in the LRC. However, the other model is to designate a space as a tutoring lab, and to have students log themselves in and out of that space. As long as tutors are circulating and making themselves available within the space (they are supposed to do this approximately every 15 minutes) we can collect apportionment on all the time the student spends in the space, not just the time they directly spend talking to the tutor. So if we were to designate the LRC as a tutoring lab, the amount of apportionment we could collect would be significantly higher. The only problem with this strategy is that the LRC would feel a lot less welcoming and open if people had to sign themselves in and out of the space, although I understand that they need to do this in other spaces on campus, and it does not cause a problem. It may also be an advantage to make the LRC no longer be open to the public, given the current political climate.</p>
Academic Affairs	Learning Support Services	Increase Revenue	Increase Tutoring "Productivity"	<p>We have already started working on this by reconfiguring tutoring hiring and allocation processes, but we still have tutors who we hire only for them to sit idle through the vast majority of their shifts. Given how much we invest in hiring and training them, and given how much students benefit when they do meet with tutors, it would really improve our success and retention rates to make the best use we can of tutors. These efforts might also work very well in conjunction with the suggestions for required tutoring made by Deans Council.</p>
Academic Affairs	Business Administration	Increase Revenue	Antique and Treasure Sunday Market	<p>We should use one of our parking lots to have a high-end flea market. It would be great for tourists and for locals who want to get rid of old items. College would get visibility from guests who may want to send their family here as future students. This market would not compete with the art fair but complement it. Logistically, they are both very close and it gives a reason for people to come into town for a fun ocean walk and treasure hunt.</p>
School of Extended Learning	None	Increase Revenue	Increase Strong Workforce Program Incentive Funding to SBCC	<p>College of the Canyons increased their Strong Workforce Incentive Funding by 15% over last year by increasing their Noncredit Vocational and Workforce Prep Certificates. And their initial model for their career skills classes were based on what SBCC started years ago.</p>
Academic Affairs	Business, Media Art Technologies	Increase Revenue	Entertainment Industry	<p>Connect with entertainment industry to use campus facilities for filming. Increase revenue through TV, film and commercial shoots.</p>
Academic Affairs	Social Sciences	Increase Revenue	Housing	<p>To increase revenue, we need to bring in more students and especially out-of-state students. Because the school is close to the threshold where state money will be reduced for lower attendance, higher student numbers will help. But we can't get that from local area students. We are already offering free tuition. Its hard to make that more attractive. We have also done a good job adding HS students. Opportunities to expand student numbers locally are limited.</p> <p>However, SBCC's singular advantage is its location. Few schools can beat that. The challenge for new students who aren't living at home is the cost of housing. With housing, students from out of the area can attend SBCC. To the extent that some are out-of-state, the tuition increase is significant. To my eyes, we seem to have lost significant numbers of foreign students since before the pandemic.</p> <p>To make that more possible, we can offer housing. UCSB's on-campus housing operates as a cost-neutral operation. The revenues earned from the rent and fees offsets the costs for the housing. To build the housing, because the project will earn its own revenue, the school does not need to go to the public for a general obligation bond. Instead, the school can rely on a revenue bond, which does not require a public vote, in which investors count on the future earnings from the project to repay the bond.</p>
Student Services	Computer Sciences	Decrease Expenditures	Proactive Bond Investment in Capital Renewal to Reduce Long-Term Operating Yearly Costs	<p>Santa Barbara City College (SBCC) can significantly lower unrestricted general fund expenditures by proactively investing in capital renewal using Measure P bond funds rather than relying on reactive repairs. Historically, the College has struggled to meet the recommended annual Capital Renewal Cost of \$5.26 million (TCO Report, p. 8), resulting in deferred maintenance and expensive emergency fixes. A proactive approach will preserve and modernize SBCC's facilities, reduce yearly operating costs, and foster better learning environments for students.</p> <p>A key element of this strategy involves using bond funds to replace or upgrade outdated HVAC, electrical, and plumbing systems in high-priority buildings—particularly those with a Facility Condition Index (FCI) above 50%. According to the TCO Report (p. 4), SBCC currently allocates \$6.10 million per year toward Operating Yearly Costs, a figure that can be curtailed through systematic capital improvements. By investing in durable, energy-efficient solutions, SBCC not only curbs utility expenses but also extends the lifespan of essential infrastructure.</p> <p>Such savings are especially pronounced in areas with intensive utility consumption. Industry benchmarks indicate that switching to LED lighting can reduce energy use by 50–75%, while low-flow fixtures can decrease water consumption by 30%. These measures, combined with the replacement of outdated mechanical and electrical systems, can significantly reduce SBCC's total spending on operations and maintenance.</p> <p>The urgency of addressing capital renewal becomes clear when looking at SBCC's facility data. Currently, 15 of the College's 26 buildings exceed the 50% FCI threshold (Appendix C, TCO Report), placing them in poor condition. By allowing deferred maintenance to linger, SBCC risks further accelerating repair costs, increasing total cost of ownership, and relying more heavily on the unrestricted general fund. In contrast, following the APPA "Managed Care" approach ensures that buildings remain mostly functional and require fewer reactive fixes.</p> <p>Incorporating Total Cost of Ownership (TCO) principles is integral to the success of this plan. The TCO framework combines both Operating Yearly M&O Costs and Capital Renewal Costs, enabling SBCC to budget more accurately for the care and modernization of its buildings.</p>
Academic Affairs	Educational Programs	Decrease Expenditures	FT faculty Replacement	<p>Would recommend not replacing a FT faculty position that has a retirement at the end of this academic year.</p>

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Academic Affairs	Educational programs	Decrease Expenditures	Convert credit programs to Noncredit	Evaluate and convert low enrolled credit programs to noncredit course offerings
Academic Affairs	Educational Programs	Increase Revenue	Dual enrollment	Increase dual enrollment CCAP course offerings by creating new pathway certificates
Information Technology (IT)	ATS/Network Services	Decrease Expenditures	Reduce IT equipment	Reduce endpoints throughout campus. We have too many endpoints that are not in use on campus in multiple areas. Labs that are under utilized should be combined and closed. This will reduce our expenses for replacement of equipment and IT support.
Academic Affairs	Faculty Resource Center	Increase Revenue	Certification and Quality courses	Continue to move forward with required certification for online teaching faculty, and focus on Quality Reviewed badges (POCR) for online courses/faculty listed on the state course exchange. When we have quality instruction, we can gain more students through word of mouth from past enrollments. We are watching this happen at other schools and need to catch up.
Business Services	Auxiliary Services	Increase Revenue	Efficient utilization of space	Promote efficient class scheduling to produce more space to use in rental (community service) situations
Academic Affairs	Learning Resources	Increase Revenue	Meet community needs with Shared Spaces	<p>I think that some communities find space to do things like music, work, learn, practice art difficult to find. In Santa Barbara where rent can be so expensive, moving here resulted in my having to give up some of my interests, or at least the time I spent doing them and improving, because there was not enough space in my tiny apartment/studio. However SBCC, being a place of higher learning in many disciplines, has many resources, spaces, and people that are already set up to support art, learning, music, coworking. I wonder if there would be a way to share our resources/partner with Santa Barbara community members such that revenue may be earned, connections with the community can be made and also for there to be a way to enrich local communities even more than community colleges traditionally have. Additionally, as an LTA, I think that there are a lot of amazing people working on campus with the knowledge and expertise to help provide support (and be compensated for it of course.)</p> <p>A few examples I have encountered are: I have been part of a music jam group and we have struggled with finding a place to play that isn't loud due to crowds and traffic. Sometimes the group meets for jam sessions that are in a music studio. Members do pay a fee to play in a space with access to the equipment needed and there is a staff member there to respond if anything is needed. Another example is I have volunteered at a Contemporary Art Museum. I have overheard how artists in Santa Barbara can find it difficult to find a space to work. Another example is coworking office spaces. Once when traveling to another state, I struggled with access to a comfortable space to work remotely. We have spaces and labs set up with computers, printers, and helpful people that could possibly be shared.</p> <p>Space is really at a premium here in SB and it is something SBCC has. Maybe there is a way to share this with the community, in a way that does not take the space and resources away from the students in any way, and when possible also increases revenue. Perhaps on weekends? This is also a way to provide access to Third Spaces, which seem to be diminishing.</p> <p>*On a practical level, joint use agreements can: • Streamline facility planning and coordination; • Improve access to services like parks, libraries and transportation; • Increase space for community activities; and • Promote service effectiveness and integration. Growing interest in joint use has emerged as a response to several urgent societal trends. Municipalities face fiscal stress. Obesity rates among both children and adults are high and growing. The U.S. population is aging rapidly, and poverty rates are at a nearly 20-year high."</p> <p>Source: https://labs.aap.cornell.edu/sites/aap-labs/files/2022-10/Morken%26Barran-Rees_2012b_IssueBrief.pdf</p> <p>Quick Third Space Link: https://www.wbur.org/hereandnow/2025/01/21/third-spaces-loneliness</p>
Academic Affairs	LRC	Increase Revenue	Music Concert	Just a thought, could we reach out to a big name musician that is local who could perform while making tickets affordable for students? The SB Bowl ticket prices have really gone up. A similar idea, UCSB Arts and Lectures
Business Services	Auxiliary services	Increase Revenue	Keeping district money on campus	All district monies distributed to departments for "supplies" should flow through the Campus Store to support internal processes. District supply budgets should be spent internally when possible.
Academic Affairs	PolSciEcon	Increase Revenue	Restore Assignment of Add Codes in Banner	Bring back the ability to assign add codes in Banner. We did it for years. It's a low cost way to improve efficiency as it removes an administrative burden on already overburdened faculty. Manual adds are an unnecessary friction. Also a small way to help with indirectly help with morale given everything that is being placed on us.
Student Services	Counseling	Decrease Expenditures	SERP	Offer SERP - Early retirement incentive
Office of the Superintendent/President	Trustee	Increase Revenue	Summer camps	Begin a k-6 summer camp program similar to Westmont and UCSB.
Academic Affairs	PolSciEcon	Increase Revenue	End One-Size-Fits-All Section Cuts	End the one-size-fits-all approach to section reductions. A uniform standard for cutting sections negatively impacts relatively efficient departments with high demand. Decisions should be data-driven and discipline-specific rather than applying the same reduction formula across all areas. We're leaving money on the table.
Academic Affairs	art	Increase Revenue	easier for students to register	Making it easier for students to register for classes will lead to more efficient enrollment, resulting in an increase in the number of students who enroll.
Academic Affairs	Chemistry	Decrease Expenditures	Save on utilities	Repair leaky faucets across campus. Turn off all interior lights at the end of every work day.
Office of Communications	Office of Communications	Decrease Expenditures	Recruiting SBCC Retirees to volunteer on campus	Why not incorporate a program that encourages SBCC retirees to volunteer on all three campuses in areas like campus events, IT, student services, facilities, campus tours, coaching/athletics, etc. The possibilities are endless! Our retirees are skilled in so many areas and true champions of the college. Utilizing their skills could relieve many departments that are understaffed (and overworked) while also saving the college in overtime fees/monies to outside vendors or agencies. This program would encourage retirees to network with one another as well, leading to increased visibility and public perception for the college ... Involving and welcoming retirees back to SBCC could be a win-win! (:

What Division are you in?	What Department are you in?	Is your idea to increase revenue or decrease expenditures?	What is the "Title" of your idea?	What is your idea?
Academic Affairs	Administration of Justice (School of Justice St	Decrease Expenditures	Increase online class caps	I believe it would be helpful to increase the class cap on our online, asynchronous AJ classes from 40 to 50. This will increase our efficiency by balancing some of the lower enrollments in our non prime time (e.g., 8:00 a.m. and 2:20 p. m. start times) F2F courses that some of our students need. This may also reduce the number of sections of online courses we need to provide.
Academic Affairs	Administration of Justice (School of Justice St	Increase Revenue	Marketing for Cross-Enrollment in Legal Studies Certificate	<p>Proposal (Part 1): Launch a targeted marketing campaign highlighting the Legal Studies Certificate for students interested in attending law school. Join the California LAW Pathways Initiative to provide students with a clear pathway from SBCC to law school.</p> <p>Rationale: By marketing the Legal Studies Certificate as a stepping stone to law school, students from other disciplines (e.g., business law, sociology, political science) can take these CTE classes and increase our revenue from the SCFF and International Student enrollment. Joining the California LAW Pathways Initiative enhances the program's appeal and aligns it with statewide efforts to diversify and expand the legal profession.</p> <p>Proposal (Part 2): If the recommendation above is not pursued or does not yield sufficient interest, the Legal Studies degree and Certificate could be eliminated. It has persistently low enrollment.</p> <p>Rationale: Doing so will allow us to focus our faculty on teaching high-demand and high-success courses.</p>
Academic Affairs	PolSciEcon	Decrease Expenditures	Reduce Legal Costs (and potentially boost efficiency) Through Accountability and a Healthier Campus Climate	This is a bit abstract but can pay off in the long run with visionary leadership. Foster accountability and improve campus climate by ensuring administrators and management uphold professional, transparent, and supportive work environments. Strengthen communication with college constituents to build trust and address concerns collaboratively and proactively. Evaluate the need for personnel adjustments when performance expectations are not met to reduce grievances, improve morale, and lower unnecessary legal expenses. Basically, the campus climate is in the gutter. I hear a version of this suggestion in the form of venting and complaints much too often. Something has to change so that people once again care about the success of the college. Right now, too many are disengaged for reasons alluded to above.
Student Services	Chemistry	Increase Revenue	Movie Night	Have a movie night, could be weekly or monthly, perhaps themed. Sell snacks.
Academic Affairs	Administration of Justice (School of Justice St	Increase Revenue	Cross list courses to CTE	All AJ courses are CTE. Under the SCFF, we receive funding for students who complete at least 9 CTE courses. Many of these AJ courses could be cross listed with other programs. For example, Crime and Human Behavior and Intro to Criminology align with Psychology; The Study of Evil and Ethics in the Criminal Justice System align with Philosophy; Intro to Forensics aligns with STEM programs; and Diversity, Law and Justice align with Sociology. By having more non-CTE majors complete these CTE courses, we could potentially increase revenue.
Student Services	Student Affairs	Decrease Expenditures	10/11 month options	Reviewing trends in Students Services during summer and winter intercessions to see which areas might be able to offer 10 and 11 month options to staff (with 12 month distributed pay).
Academic Affairs	Academic Affairs	Increase Revenue	Professional Development	Have department leads push for group Professional Development through the School of Extended Learning. We should all be noncredit students and take much needed courses, such as Customer Relations, Emotional Intelligence and more. The administrators should join their teams in completing some of these courses.
Academic Affairs	Academic Affairs	Increase Revenue	Wedding Revenue	Use the Breakroom in the CLRC as a perk to upsell weddings. Spend a little money making it pretty and charge it as bride dressing room (+ security deposit), it has access to a fridge, a bathroom, it is spacious, and on the weekends, it does not give any additional access to student spaces (all other doors are locked).
Academic Affairs	Academic Affairs	Increase Revenue	Campus Center Glow-UP	Redo the floor and clean up the Campus Center to be able to make it into an event hall. It is such a beautiful location and it could make our campus usable every weekend if people were hosting conferences, retreats, celebrations of life, weddings, on Saturdays and Sundays. Redo the flooring, replace the furniture (20+ years old??) to something that can work both as college cafeteria, and wedding reception furniture (nicer chairs?).
Academic Affairs	math	Decrease Expenditures	Induce faculty to go over cap with revenue	About 10 years ago I came up with a format to adapt the large class TLUs from AP7210 (page 10) for any class of any size and units. This can be used to induce faculty to increase the number of students in their sections. I can present at the budget committee
Academic Affairs	Communication	Increase Revenue	Increase non-degree seeking enrollment in	<p>Capitalize on potential to enroll more life-long learners by increasing fee-based adult education courses which could be sequenced so as to allow repeatability. Provide dual-enrollment options for online students who may be out of state or international. Build relationships with K-8 schools to explore enrollment options for younger students. Offer enrollment options for cohorts of professionals or family groups in courses like Communication (public speaking, interpersonal communication). Highlight course offerings that entice life-long learners to return to the classroom to brush up career skills. Think of ways non-credit courses could build enrollment potential for feeding credit enrollment. Build on cutting-edge curriculum and emergent technologies that meet the needs of a multi-generational workforce.</p> <p>1) Strengthen student course evaluations with mandatory mid-semester feedback and publish aggregate results for transparency. 2) Establish a Student Voice in Teaching Quality Committee to provide direct input on class structure, faculty evaluation, and policy changes. 3) Enable an anonymous student complaint system for consistent issues with instructional quality.</p>
Academic Affairs	Administration of Justice (School of Justice St	Decrease Expenditures	Expanding Student Feedback Mechanisms	<p>How This Reduces Costs:</p> <p>1) Poor instruction leads to student attrition, reducing tuition revenue (once we get off the funding floor). Addressing instructional concerns early improves retention and completion rates. 2) Students who drop or fail courses due to ineffective instruction often need to retake them, increasing instructional costs.</p> <p>I heard San Diego State University (SDSU) did this (Go Aztecs!) and saw improved retention and lower repeat-course enrollments.</p>

What Division are you in?	What Department are you in?	Is your idea to increase revenue or decrease expenditures?	What is the "Title" of your idea?	What is your idea?
Academic Affairs	Physics and Engineering	Increase Revenue	full audit of past WSCH	<p>If I understood correctly at the budget forum on Friday, there is a possibility of reaching backwards in time to collect additional wish/funding.</p> <p>I know for a fact that my department WSCH has been incorrectly calculated low in past years.</p> <p>I will explain more details below, but I would recommend we do a full audit on how WSCH is calculated because my department was under funded by about 16% until I fixed it. If this is broad enough, we could be talking about substantial under calculations of WSCH</p> <p>Here is my story from my department:</p> <p>In the fall of 2024 I noticed a significant issue of undercounting our WSCH for our department. After analyzing data on Tableau, I noticed that are online classes, that were in-person pre-Covid, were coded wrong and not receiving the correct WSCH value. After working on this issue the problem was corrected. And, since we were comparing fall of 2024 with fall of 2023 we also fixed fall of 2023.</p> <p>However, as I look on tableau at fall of 2022, I see the same issue - my department is significantly under calculated the WSCH it generated.</p> <p>This problem occurs in about 40% of our classes and those 40% of our classes are then funded too low. A rough look at the data shows about 40% of our classes funded at 60% of their true WSCH generating value.</p> <p>Doing the math means that our department is being under calculated and receiving only about 84% of what it should be.</p> <p>If this under calculation is broad based across campus, this would be a substantial increase when calculated correctly.</p> <p>Let me give an example of just one of our classes. The first class I see on Tabula is our physical science 103.</p> <p>In fall of 2024 there is an enrollment of 37 students that generates a WSCH of 270.3 and in fall 2023 there are 41 students that produce a WSCH of 299.4 both of these produce a WSCH per student of 7.3 and that is correct. However, as I look at the data for a fall 2022, which has a student enrollment of 42 it generates only a WSCH of 168. This is a WSCH per student of only 4.0 and is very wrong. This is what I corrected in the data for fall of 2023. The fall 2023 has a WSCH/FTEF of 575.8 (good), but in fall of 2022 the data shows a WSCH/ FTEF of only 323.1- this is very very wrong.</p> <p>In summary, I believe if our data for fall 2022 was correct we could increase our WSCH by over 16%. This what I saw when the data fall of 2023 was fixed.</p> <p>And again, if this is widespread and includes spring semester, this could make a substantial difference.</p> <p>As a sad, sidenote, I will add that when I brought this issue to the attention of the powers-at-be last year, I got the impression there was no interest in examining whether this was broad based or looking back more years. There seemed to be more of an interest in covering up a grave error, then fixing past data.</p> <p>Mike Young, Ph.D. Professor of Physics , Santa Barbara City College Tel (805) 965 0581 Ext. 2697, 8 http://science.sbcc.edu/physics/</p>
Academic Affairs	Physics and Engineering	Increase Revenue	Waive the over 25 TLU limit	<p>I tried to increase the enrollment caps of my classes to help with the budget as recommended at the budget workshop on Friday. However, this increased my TLU count from 25 to 25.5. I asked admin to let me go over the 25 limit, but as denied. I am trying to increase the enrollment caps, but admin is stopping the three of us. This does not make sense to us.</p>