

T I M E L I N E

DENTAL ASSISTING

February 24/29, 1984	Meeting with local dentists/ College representatives
March 1, 1984	Dr. MacDougall introduces topic to Board of Trustees Educational Policies Subcommittee
March 6, 1984	Dental Assisting Program recommendation to College Planning Committee
March 7, 1984	Dental Assisting Program recommendation fo Division Chair Council
March 9, 1984	Develop College position
March 13, 1984	Special Meeting of DCC/CPC 3:00 p.m. - A-200
March 10-15, 1984	Dr. MacDougall meet with Dr. Kuhn - Discuss College position
March 19, 1984	Dr. MacDougall meets with Board of Trustees Educational Policies Subcommittee - Discuss Dental Assisting decision
March 22, 1984	Discussion presented to the Board of Trustees

ATTRITION (S-82) .26
 (F-82) .26
 (S-83) .23

DEPARTMENT BASELINE DATA
 SANTA BARBARA CITY COLLEGE
 PROGRAM EVALUATION AND REVIEW

COST/WSCH (S-82) \$36.11
 (F-82) 29.72
 (S-83) 37.06

WSCH/FTE 4th 11th
 (S-82) 516 717
 (F-82) 529 475
 (S-83) 522 469

1983-84

COST/INCOME RATIO
 (S-82) .60
 (F-82) .52
 (S-83) .60

DEPARTMENT/DIVISION	Cost/Income Ratio	WSCH/FTE (Net 4th Wk)	WSCH/FTE (Course Completers)	WSCH Trend		Attrition 4th-11th	COST/WSCH
				4th Wk	11th Wk		
HEALTH TECHNOLOGIES Dental Assisting							
SPRING 83 81	.96	292	292	330	330	0	\$55.46
FALL 82 82	.84	372	342	372	352	.08	\$47.66
SPRING 82 82	.66	421	405	476	484	.01	\$38.45

	SPRING 82	FALL 82 81	SPRING 83 81
TOTAL FTE:	<u>1.13</u>	<u>1.00</u>	<u>1.13</u>
Contract:	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Part-time:	<u>.13</u>	<u>0</u>	<u>.13</u>
COST/INCOME RATIO:	<u>.66</u>	<u>.84</u>	<u>.96</u>
WSCH/FTE (4th WEEK):	<u>421</u>	<u>372</u>	<u>292</u>
WSCH/FTE (11th WEEK):	<u>428</u>	<u>352</u>	<u>292</u>
INCOME:	<u>\$27,694</u>	<u>\$21,030</u>	<u>\$19,039</u>
EXPENSE (DIRECT):	<u>\$18,303</u>	<u>\$17,729</u>	<u>\$18,303</u>

NOTES:

1. Students in Program


	4th	11th
Spring 81	15	14
Fall 81	26	24
Spring 82	23	22

2. Indirect Cost (x1.78)

	Total	Income
Spring 81	\$32,579	\$19,039
Fall 81	\$31,557	\$21,030
Spring 82	\$32,759	\$27,694

SANTA BARBARA CITY COLLEGE

March 6, 1984

TO: Pat Huglin
FROM: Richard M. Sanchez 
RE: Dental Assisting Program

On Monday, March 5, 1984, Shirley Conklin, Diana Sloane and I met to discuss the Dental Assisting Program and all the information we had available to date. This information included Dr. Kuhn's response to our Friday, February 24, 1984 meeting in addition to a verbal report on my part regarding the status of Dental Assisting programs at Riverside City College, Monterey, Pasedena City College and at least a half dozen others.

Once we had discussed the significant issues and considerations impinging on the program, we were each provided opportunity to state our recommendations and the rationale. Ms. Conklin and Mrs. Sloane recommended that the program be reinstated for a variety of reasons. Although they will submit a position paper for your consideration, basically they feel the program provides good visibility for the college, that the previous program lacked quality and leadership thereby alientating the Dental Society, that the original program was substantially funded by dentists and that room A-242 is specifically designed for a Dental Assisting Program. Also, they feel the program can be a strong one if indeed strong leadership can be found.

My recommendation on the other hand is to delete the program and allocate the resources budgeted presently for Dental Assisting to other areas of high demand. The rationale for my recommendation is that it appears there are options for the training of dental assistants. For instance, Allan Hancock has a program and it may well be they would consider extending their service to include Santa Barbara (much like our Radiologic Technology Program). Dr. Kuhn mentioned in his recent letter that Ventura had a modest ROP program and it also seems probable that Santa Barbara County ROP, although undesirable from Dr. Kuhn's perspective, could offer a Dental Assisting Program that would meet the needs of area dentists.

As to program development, there is no flexibility or option. Any new program we may want to implement can only be initiated at the expense of existing programs by either deleting that program altogether or reducing it. Our utilization of facilities Monday through Friday is over 90 percent and our experience in past semesters is that we have been unable to find an open instructional station during the hours of 8 a.m. to 1 p.m.

A few weeks ago, the college was required to submit a five-year program forecast to the California Community College Chancellor's Office showing proposed plans for new program development. We included such programs as Computer Maintenance, Telecommunications and Computer Technician. However,

Pat Huglin
March 6, 1984
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in the past few years, we have been required to postpone plans to begin the initial stages of preparation because of the lack of facilities and fiscal resources. In addition, the area of Drafting is expanding very rapidly into Computer Aided Design while Computer Maintenance shows promise of being an area of high growth potential. Computer Science itself continues expanding and for the past two years, we have witnessed that program gradually occupying more space in the Humanities Building. Large increases in faculty resources also have been required. Electronics is also an area in need of expansion. The association between Computer Science and Electronics will soon demand consideration for other programs and offerings. The new technology is also bringing pressure to bear on the Business Division and Graphic Arts. Finally, even Allied Health must prepare to engage in new areas. Ms. Conklin reports that ... "the time is coming soon for the need for new offerings within Health Technology."

A second consideration affecting my position has to do with the fact that support from the Dental Society is contingent upon the leadership we may bring to the program. While I understand their position and rationale, the risk is too great for the college to make a decision based upon "promises." It will take between three to four years to bring credibility back into the program; and, even then, one cannot be certain if and when a stable, cost-efficient quality program will emerge.

A final element related to my recommendation is that every dean of instruction or representative I spoke with at other community colleges also criticized the low salaries for graduates. Nine out of the ten colleges would not reinstate the program if it were under consideration at their campuses. The reason is primarily due to the high cost associated with the program in these austere times in addition to needs in program development.

This recommendation was not a simple one. To assist me, I developed a list of reasons suggesting why I would recommend that the program be reinstated as well as reasons for a negative recommendation. You can see in the attached paper that my reasons for recommending against the program parallel my rationale.

You can be assured that my recommendation is based on facts to the fullest extent possible, and that I viewed my purpose as remaining objective at all times.

Let me know if there is more information you need, or if I can answer any questions.

RMS/jdm

Attachments

cc: Dr. MacDougall
Ms. Conklin
Mrs. Sloane

SANTA BARBARA CITY COLLEGE

DENTAL ASSISTING PROGRAM

Issues Identified
February 1984

1. College Needs for Educational Program Development*

--Finite limitation on resources

--College need to phase out existing programs not doing well and phasing in other new and needed programs

--Space needs

--Constraints at present on instructional space

--Space used by program may be better suited to another new/emerging area

--Program development necessitates additional space

--New/expanding programs

2. Program Option for Offering Dental Assisting in Santa Barbara Community**

--Can be offered as R.O.P.

--Sincere interest by County

--Obstacles limited

--Projected start-up - Fall, 1985

--Program has been oriented to high school graduates

--Salary more appropriate for recent high school graduate

3. Program Costs***

--Actual cost

--Direct/indirect

--How does the program compare to others?

--Compared to LVN, ADN, RT

--Higher/lower

3. Program Costs (continued)

--Cost/income ratio

--Proposition 9

--Dental Assisting Program was targeted for reduction

--Rationale

--High Cost

--Program management/leadership weak

--Negative enrollment trend

--High cost/income ratio

--Retention

4. Data for Programs at Other Community Colleges

--Trend

--Total number existing

--Changes

--Deletions/additions/stable

--Rationale for changes

--Deletion/addition

5. Demonstrated Need for Program

--Is there a need for the program?

--Can dentists train own personnel?

--Positive/negative implications

6. Dental Society Support

--Reliability of support

--Contributions for contract salary (yes/no)

6. Dental Society Support (continued)

- Equipment needs
 - New/replacement
- Student field experiences
 - Student placements (yes/no)
 - College instructor visitations and supervision
 - Extent of support in field (% willing to work with College)
- Part-time teaching by dentists

7. College Need to Reach Assigned ADA

- Will sustaining a Dental Assisting Program assist in reaching goal or hinder?
- Are there other areas within the College in a position to assist the College with goal and need of resources?

8. Other Considerations

- Salary and career opportunities
 - Comparison to ADN, LVN, RT graduates, Dental Assisting salaries are low
- Salary and career opportunities (continued)
 - Effect of salary on supply and demand
- Student recruitment for program
 - Target population
 - High school graduate
 - Student retention
- Program leadership
 - Effect of new leadership for program
 - Positive/negative
 - Parameters
 - Constraints

8. Other Considerations (continued)

--Availability of Quality Instruction

--Can a quality instructor be found (i.e., Master's degree)?

--Housing/cost-of-living factors

--Salary

--Condition of program

--Expectations

--Dental laboratory on campus

--Local dentists original contributors

--Cost of relocating

--R.O.P./other location

--Matter of duplication of resources

*First consideration for the College

**Second most important consideration for the College

***Third most important consideration for the College

RMS:ba
2/24/84

Santa Barbara City College

CONSIDERATIONS

FOR

1. Lack of good leadership in past
 - program may have not had right opportunity
 - dentists placed in difficult position
 - faculty member wouldnot listen to input
 - poor rapport established
 - favoritism caused alienation
2. Program may be high cost but other Allied Health Areas show higher costs
 - a minimum of 23 students at any given time sustains the program
 - lower cost that RT, LVN
3. Program can sustain itself with a minimum of 23 students
4. Dentists highly supportive of program. Providing strong leadership to the program will spawn support.
5. Facilities are in place
6. Investment in equipment

AGAINST

1. Program has not been offered in two years
 - phase out in progress
 - need for dental assistants accommodated
 - although there has been concern, does not appear crucial
 - possible negative publicity may affect ability of the program to "get back on its feet"
2. New Program needs
 - need for implementation of new programs
 - facilities critical
 - resources limited
 - necessary to remain responsive

CONSIDERATIONS

Dental Assisting
February 29, 1984
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10. Length of time it may take to develop credibility in community for program
11. Student recruitment may be problem
12. Dentists appear to be training as many, if not more, Dental Assistants as the program is projected to graduate each year

RMS:jdm

SANTA BARBARA CITY COLLEGE

DATE: March 6, 1984

TO: Peter R. MacDougall

FROM: **SHIRLEY CONKLIN, Assistant Dean, Health Technology Division**

SUBJECT: RECOMMENDATIONS REGARDING DENTAL ASSISTING PROGRAM AT SANTA BARBARA CITY COLLEGE

I have submitted, within the last two years, several studies, reports, and recommendations to the Administration at Santa Barbara City College regarding the Dental Assisting Program, and I have recently been asked to participate on an ad hoc college committee which has been charged with producing a recommendation based on new input. MY INITIAL RECOMMENDATION remains, with some modifications.

My most recent input has been from the following:

1. A meeting with the Superintendent/President, Dean of Instruction, Assistant Dean of Instruction, Diana Sloane, and myself.
2. A meeting with three local dentists - chaired by Richard Sanchez, and also attended by Diana Sloane and myself.
3. A phone conversation with the Chancellor's Office regarding the status of dental assisting programs in California.
4. Three meetings of ad hoc committee--R. Sanchez, D. Sloane, and myself.
5. Preparation of a "Pro and Con" paper for the ad hoc committee.
6. Receipt of a "Pro and Con" paper from Richard Sanchez.
7. A letter from local dentists which was written following the meeting described in #2 above.
8. A letter from Alice (Dolly Begg), Dental Assistant at U.C.S.B., and an officer within both the local and state Society of Dental Assistants.
9. A request, following ad hoc committee, to submit a final recommendation as of tomorrow, March 6, 1984.

Immediately prior to the activities stated above, I prepared a study regarding the feasibility of an affiliation with Allan Hancock College (at the request of Dr. MacDougall). the results of my study indicated my belief that a cooperative venture with Allan Hancock College would not be feasible and/or successful.

I have also read Mel Elkins' reports regarding an affiliation with R.O.P. in Santa Barbara. This option, also appears impossible if the students have to be high school students at the time of a proposed program. (I don't know why the students would have to be high school students rather than older adults - because other R.O.P. entities have programs for the adult learner, i.e., R.O.P. program in Orange county.

R.O.P. representatives in Santa Barbara have indicated a diminished interest, however, in a Dental Assisting venture because of uncertainty of funds. Furthermore, it has been said that Moorpark College has a Dental Assisting Program but if it's anything like its "watered-down" X-Ray Technology program it will not meet the needs of local dentists. Dr. Victor Kato, the dentist from Oxnard who coordinates in-service classes for dentists in Santa Barbara/Ventura on a monthly basis in our dental assisting lab at Santa Barbara City College, as told me that the preparation for dental assistants at Moorpark is a minimal "peek" at what dental assisting is all about.

As a result of the aforesaid, I am making my recommendation despite the knowledge that there's a big push among certain college administrators to delete the program for once and for all. I hear, as the predominant reason for their decision, that there are other programs which are needed more in the Santa Barbara community than that of Dental Assisting, particularly in the area of COMPUTER-TYPE PROGRAMS. When I'm told that we can only ASSUME a probable success of a revitalized Dental Assisting Program, I can only say that any class or program we introduce on campus carries only an assumption for success. Furthermore, when I'm told that we would be tied to a position via tenure should we reinstitute the program (because a good program cannot be carried to fruition with hourly personnel), I'm reminded of a section of the Ed. Code which allows the termination of a program with concurrent termination of faculty -- provided that the College not reinstitute said program until a 3-year period has elapsed. (This occurred at College of Marin while I was there; perhaps, however, that portion of the Ed. Code has been deleted.)

Consequently, my recommendation is to reinstitute the program, as of Spring Semester 1985. This date will allow adequate time for search for a qualified "director," and will also allow time for recruitment of qualified students. I would require, however, the following stipulations:

1. That there be a time period (2-4 years) after which the success or non-success of the program be measured. If unsuccessful, the program should terminate.
- 2) That the Dental Society pay the College \$5,000-\$10,000 per year toward this endeavor. I view this stipulation with concern. However, because I have observed what this kind of stipulation has done to other community colleges. Despite contracts to the contrary, monies derived from BUSINESS have resulted in loss of autonomous decisions by the College. When money is provided by a business entity, it usually involves a certain lack of control by the educational institution.

Finally: The request for a recommendation regarding this issue is a difficult one. If the answer were simple it would have been made long ago. While there are pros and cons to either side, I have moved with the pro side primarily because:

1. The profile of the entire college is at stake here. It is well known that the leadership and teaching within that program rapidly went downhill in its last few years. This occurred for a variety of reasons, none of which should be laid bare for the public to hear. Therefore, I believe we have a moral obligation to give the program another chance.
2. While our best efforts may not bear fruit, I believe that we have the obligation and wherewithal to be successful in our endeavors.

Santa Barbara City College

TO: Dr. Peter R. MacDougall
FROM: DIANA SLOANE, Assistant Director, Associate Degree Nursing Program
DATE: March 6, 1984
RE: DENTAL ASSISTING PROGRAM

As one member of the subcommittee appointed to study the feasibility of retaining or terminating the Dental Assisting program, I am recommending that the program be retained. This recommendation is based primarily on the following four considerations:

1. The facilities and needed equipment for the program are already in place, were expensive to procure, and were in part, subsidized by the local dental society.
2. The local dental society, representing 450 dentists in the Santa Barbara-Ventura area, verbalize a strong desire to have the program retained. Should the Board of Trustees vote for retention, I think the dental community will offer substantial support to ensure the success of the program and to protect their vested interests.
3. The local dentists have no other viable alternatives for acquiring a steady supply of registered dental assistants.
4. Graduates of the program would be readily able to find employment in the community.

NOTE: The major factor affecting closure of the Dental Assisting program in 1982 centered on the poor quality of leadership offered by the program's director. This had an adverse impact on the quality of the curriculum, the quality of graduates, the quality and amount of support and cooperation from area dentists, the reputation of the program, and finally, the ability of the program to attract a sufficient number of qualified applicants. It is my feeling that with strong leadership these past trends can be reversed.

The dentists seem sufficiently interested in the success of the program to

expedite this reversal of past trends. However, to appraise the true extend of their present support and to ensure their future cooperation, I would recommend that retention of the program be contingent on financial assistance of some kind from the dental society.

One possibility is a contribution of a sum of money (\$3000-\$5000) every year for the next 3 years while the program establishes a stable footing and a steady supply of qualified applicants. This outlay of money, although not large, will offset some of the college's expenditures during a time when the program probably will not pay for itself. It will likewise encourage continued support from dentists who will be interested in protecting their investment.

A variation on the theme, with similar results, would be to require financial assistance from the dental society in an amount equal to the difference between the amount brought in through ADA and the program's expenditures plus a constant.

With this method the college could decide on the maximum number of enrolled students desired. This number should be set so that it makes money for the college. The dentists would be required to pay the difference between the amount brought in by this number and the program's costs. This assistance would continue until the number of qualified applicants ensures a class of the prescribed size. This approach has an added benefit of encouraging the dental community to assist with recruitment of applicants and with finding a well qualified director.

cc: S. Conklin
M.L. Huglin
R. Sanchez