

MINUTES

**February 14, 2007
San Mateo, California**

The meeting was called to order at 6:00 p.m.

Board Members Present: President Hausman, Vice President-Clerk Holober, Trustees Mandelkern, Miljanich and Schwarz, and Student Trustee Young

Others Present: Chancellor Galatolo, Chief Financial Officer Blackwood, Skyline President Morrow, CSM President Claire, Cañada Interim President Mohr, and District Academic Senate President Kapp

Pledge of Allegiance

DISCUSSION OF THE ORDER OF THE AGENDA

None

MINUTES

Trustee Mandelkern requested that the word "Skyline" be deleted from Page 6, Paragraph 2, Line 6 of the Minutes of the Regular Meeting of the Board of Trustees of January 24, 2007. It was moved by Trustee Miljanich and seconded by Trustee Mandelkern to approve the minutes, as amended. The motion carried, all members voting "Aye."

STATEMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS

None

NEW BUSINESS

APPROVAL OF PERSONNEL ACTIONS: CHANGES IN ASSIGNMENT, COMPENSATION, PLACEMENT, LEAVES, STAFF ALLOCATIONS AND CLASSIFICATION OF ACADEMIC AND CLASSIFIED PERSONNEL (07-2-1A)

It was moved by Trustee Schwarz and seconded by Trustee Mandelkern to approve the actions in Board Report No. 07-2-1A. The motion carried, all members voting "Aye."

APPROVAL OF CONSENT AGENDA (07-2-1CA – 07-2-2CA)

The Consent Agenda consists of the following Board Reports:

- 07-2-1CA Authorization for Chancellor to Sign Certificates of Fee Exemption
- 07-2-2CA Approval of the Following Contracts: Chancellor, Executive Vice Chancellor, General Manager of KCSM and President of Skyline College

Trustee Mandelkern asked that Board Report No. 07-2-2CA be removed from the Consent Agenda for separate discussion. After this request, it was moved by Trustee Schwarz and seconded by Trustee Mandelkern to approve the Consent Agenda. The motion carried, all members voting "Aye."

APPROVAL OF THE FOLLOWING CONTRACTS: CHANCELLOR, EXECUTIVE VICE CHANCELLOR, GENERAL MANAGER OF KCSM AND PRESIDENT OF SKYLINE COLLEGE

(07-2-2CA)

Trustee Mandelkern asked if it was correct that the Chancellor's contract is for four years and the other contracts are for two years, as stated in the Report. It was confirmed that this is correct. After this discussion, it was moved by Trustee Schwarz and seconded by Vice President-Clerk Holoher to approve the contracts. The motion carried, all members voting "Aye."

STUDY SESSION

INFORMATION REPORT

07-2-1C Counseling and Student Services

Chancellor Galatolo first wished to commend President Morrow on the ribbon cutting ceremony for the Student and Community Center at Skyline College, held earlier today. He said that this facility sets the right tone and tenor for the College. President Hausman added that the event was festive and fun as well as being serious.

Chancellor Galatolo said that tonight's Study Session is the second part of a two-part series. Comments from the Board at the last Study Session on Intra-District Articulation and from tonight's session will be incorporated into Board goals to be discussed at the Board Retreat on February 24. Chancellor Galatolo asked Lori Adrian, Vice President of Student Services at Skyline College, to begin the presentation.

Vice President Adrian introduced the following presenters: Melissa Raby, Dean, Counseling and Enrollment Services, Cañada College; Kathy Sammut, Counselor, Cañada College; Marsha Ramezane, Dean, Student Services, College of San Mateo; Virginia Padron, Counselor, Skyline College; Jennifer Hughes, Vice President, Student Services, College of San Mateo; Dean Chowenhill, Counselor, College of San Mateo; and Phyllis Lucas-Woods, Vice President, Student Services, Cañada College. Vice President Adrian noted that Board members were each given a copy of the presentation; a copy is attached to the official minutes of record.

Vice President Adrian said that at the Study Session on Intra-District Articulation, tonight's presenters heard the Board's concern about students and difficulties some have faced in navigating through our community college system. They have reflected on the counseling framework and realize that it must be student-centered, current and responsive. Vice President Adrian said they are committed to making sure the goals of the Board and of the District are realized.

Dean Raby said that students today are more diverse than they were 20 years ago and have more complex needs. She gave an overview of student demographics, including gender, ethnicity, age, education level, and the number of full-time vs. part-time students. Dean Raby said that many students come unprepared and need extra assistance.

Counselor Sammut said the student bodies at all of the campuses are diverse. She shared profiles of five students to demonstrate that students' circumstances and needs are varied and complex. She said the goal of counseling is to address the personal needs of students and to meet the students "where they are." She added that by the time students come for a counseling appointment, their needs may have changed.

Dean Ramezane spoke about AB3 – The Seymour-Campbell Matriculation Act of 1986. The Act defines students' responsibilities such as identifying educational goals and meeting with counselors, and colleges' responsibilities such as providing students with information for identifying goals and providing counseling along with a range of services. Dean Ramezane said that Title 5 defines counseling as a discipline. Counselors bring specific skills to help students with academic, career and personal issues in a holistic framework.

Counselors are involved with curriculum development and instruction, and with internal and external outreach. They participate in professional development to maintain and upgrade their skills.

Counselor Chowenhill said that the counseling program is more proactive than it was 10 or 20 years ago when counselors posted hours and simply waited for students to show up. The matriculation process is now part of orientation and students must have a one-on-one counseling session and take placement tests. Counselor Chowenhill described the advantages of SARS. Counselors input notes after meeting with a student to remind themselves and/or other counselors who meet with that student what the issues are. In this way, the counselor can prepare for the next counseling session and get materials ready based on the notes, allowing more time during the counseling session to interact with the student. Counselor Chowenhill described a typical day as counselor. He noted that there are flexible delivery systems for counseling services, including scheduled appointments, drop-ins, email and telephone. He invited all present at the Study Session to make an appointment for a counseling session with him.

Counselor Padron gave three examples of how counseling services are evaluated: (1) program review, which allows departments to recognize strengths and areas where improvement is needed; (2) student satisfaction surveys, in which students have ranked counseling as one of the most important services; and (3) use of SARS data to conduct research to make sure counseling is appropriate for the needs of students.

Vice President Hughes led the group in discussing challenges and presenting recommendations. The first challenge is how to best provide service during busy times, such as peak registration periods. She said that a triage approach is used; when students come in, their needs are assessed and it is determined how best to serve them, i.e., counseling session, telephone, email, etc. Use is made of staff and student ambassadors who can answer some questions and direct students to the web for assistance. Counselors also stress to students the importance of an ongoing counseling relationship. The group recommends that matriculation regulations requiring counseling visits and intervention be reinforced.

Vice President Hughes said that another challenge is meeting the needs of a diverse population. She emphasized that "one size does not fit all." Many students are "high tech" and go to the web while others are not and need "high touch." Counselors are trying to reach these students through use of such avenues as learning communities and first year experience. The group recommends that the focus be shifted from access to success and retention, and that interventions be explored.

A third challenge is maintaining currency of information. This is accomplished through professional development, consultation with colleagues, and mentoring new counselors. Utilization of SharePoint to store policy and regulatory information is also important in order to keep up with the many changes in requirements, including those of the UC's and CSU's. The group recommends that random review of student files be conducted, that the SARS database be used Districtwide, and that the degree audit system be used to ensure greater accuracy of information.

In order to strengthen faculty partnerships, Vice President Hughes said that the establishment of an electronic early academic warning system is recommended. She also said the continued use of technology to increase efficiency and effectiveness is recommended.

Vice President Hughes said that more research is needed to evaluate counseling services, such as studying the impact of counseling on retention. She ended by emphasizing that counseling should be proactive.

Vice President Lucas-Woods thanked her colleagues for the presentation and asked Board members and the audience if they had questions.

President Hausman commented that each of the presenters sounded very dedicated and said that it was an excellent presentation. She believes that the early warning system is very important.

Trustee Miljanich discussed the challenge of serving students during busy periods, suggesting that there will always be more students than the counselors can handle during these periods. She asked if the use of staff and student ambassadors is formalized. Dean Ramezane said they are very conscious of the problem and that counselors try to make the contact with students meaningful within a short period of time. She added that during Spring registration, students did not wait more than 15 minutes to see a counselor. Vice President Adrian spoke of changing the culture; students currently tend to think of seeing a counselor at the last minute. Counselors are going into classrooms to encourage students to come during non-peak hours. Vice President Adrian believes that if ongoing counseling was mandatory, fewer students would fall through the cracks. Counselor Chowenhill expressed misgiving about making things mandatory, saying that the District could lose students. President Hausman said that making counseling mandatory could prevent mistakes later on. Counselor Chowenhill said that counseling is mandatory now, but that a career course is not. Counselor Padron added that the retention rate is higher for students who do go through a career course.

Trustee Miljanich asked how student issues are separated so that counselors are available for non-routine matters. Vice President Lucas-Woods said that all of the campuses are working with one-stop centers which provide triage services and direction on where to go to get more assistance. All of the campuses are willing to try different things to see what works best for students.

Trustee Miljanich asked how students are involved in determining the best ways to be served. Vice President Lucas-Woods said that work-study students give input. Vice President Hughes said there is a debriefing after every registration cycle, seeking student ambassadors' input. Noel Chavez, Vice President of Cañada College Associated Students, said that students often feel more comfortable asking questions of student ambassadors than of counselors, partly because they relate well to someone closer in age. Trustee Schwarz asked how a student becomes an ambassador. ASCC Vice President Chavez responded that he became an ambassador because he had been helped by an ambassador himself and then had a counselor who changed his life. Vice President Adrian said that campus ambassadors do a lot of outreach and inreach. Dean Raby added that they go out to the high schools and that high school students tend to feel comfortable asking them questions. Student Trustee Young asked how often outreach occurs. Dean Raby replied that it is occurring all the time as representatives go out to high schools, malls, churches and adult centers.

Vice President-Clerk Holoher inquired how many counselors the District has and asked to be provided the exact number at each College and the number of hours they work just as counselors.

Trustee Mandelkern noted that Cañada College had fewer counselors than the other Colleges and asked why there is a disparity. Vice President Lucas-Woods said that Cañada has lost full-time counselors due to retirement and that there is not an automatic refill. Since funding from the State is based on population, Cañada receives less money. She added that in the next round of hiring, there is a plan to hire a new full-time counselor.

Trustee Mandelkern asked about the level of experience of the counselors in the District. Counselor Chowenhill replied that at College of San Mateo, they are very experienced and they train the adjuncts. Counselor Padron reported that there is a good mixture at Skyline. Counselor Sammut said that the two full-time counselors at Cañada have been there a long time, and there is a mixture in terms of adjuncts. She said that all of them are wearing multiple hats, going into classes at the College to talk to students, going out to the high schools, etc.

Vice President-Clerk Holoher asked about the relationship between counseling and teaching, e.g., are faculty hired as counselors as a career path, or are they hired as teachers and then move into counseling. Vice President Hughes said that at College of San Mateo, it is primarily a career path; some of the counselors are licensed psychologists or marriage and family therapists. Vice President Lucas-Woods said that teaching by counselors is centered primarily on career exploration topics.

Vice President-Clerk Holober asked what happens if a student uses only 5 minutes of the 30 minute counseling session. Dean Raby said that in those rare cases where a session ends early, a counselor can see if there are drop-ins waiting, or use the time to follow up by telephone or email with students previously seen. Counselor Sammut added that a counselor could also use the time to do transcript evaluation.

Regarding drop-in counseling, Vice President-Clerk Holober asked if students can go any time and wait to see a counselor. Counselor Chowenhill said they can at College of San Mateo; the Counseling Center is open from 8:00 a.m. to 8:00 p.m. and the wait is not very long. Vice President Lucas-Woods said it is the same at Cañada and the hours are 8:00 a.m. to 8:00 p.m. Monday through Thursday and 8:00 a.m. to 2:00 p.m. on Friday.

Trustee Mandelkern asked if counseling is offered to vocational and certificate-oriented students. Dean Raby responded that it is. Trustee Mandelkern asked if counseling is offered to high school concurrently enrolled students. Counselor Chowenhill said that it is and that a counselor is assigned to those students. Trustee Mandelkern asked if counseling services are offered to "long-term learners." Counselor Chowenhill said that these students may see a counselor but it is not required and they do not have to take placement tests.

Trustee Mandelkern asked if the triage system is used all of the time or just during peak periods. Dean Ramezane said that at College of San Mateo, the staff is trained to use a series of interview questions, and the level of assessment is available year-round. Vice President Hughes said that at Skyline College, it is used year-round. Counselor Sammut said it is also used year-round at Cañada.

Trustee Mandelkern asked if there was flexibility with the 30-minute appointment model. Counselor Sammut said that if it is known ahead of time that more time will be needed, they can make a one hour appointment. Vice President Hughes said that Skyline tried 20 minute appointments at one time but they did not work well as students complained it was not enough time.

Trustee Mandelkern said he is impressed with the amount of outreach being conducted but it still seems like students have to ask to get help. He asked if students who do not use counseling services are contacted by counselors. Counselor Padron said that at Skyline College, some of the counselors got together and developed a "student success plan." As part of this plan, students who are on probation or who have been dismissed get letters asking them to come in. They develop a contract, are asked to attend a three hour workshop, and meet with a counselor who might advise taking fewer credits. Vice President Hughes said it is key to contact students who do not see a counselor and to use the early alert system.

Trustee Schwarz asked if the counselors from all of the Colleges meet to discuss a Districtwide response to problems. Vice President Adrian said they do not, but that the Deans and Vice Presidents meet and take the discussions back to their counselors.

Trustee Miljanich asked if models from other colleges have been examined in areas such as student/counselor ratio. Vice President Hughes said yes, and while the District often does more than many others, challenges still exist.

Trustee Schwarz asked how different the counseling staff looks from 20 years ago. Vice President Lucas-Woods responded that the level of diversity and skills, such as language, has changed. Vice President Adrian added that the counseling departments have become more diverse but still have work to do. Trustee Mandelkern expressed the belief that this question addresses the ability of counselors to relate to students.

Trustee Schwarz asked why a student would see a number of different counselors. Vice President Hughes said it could be because a student wants "on demand" service and the same counselor is not available. It could also be that there was not a connection between a student and a particular counselor. However, the majority of students stay with the same counselor. Trustee Mandelkern asked if a second counselor would report back to

the first counselor after an appointment with a student. Dean Raby said that they would use the SARS notes but also frequently talk to one another.

Trustee Schwarz said she heard from the public that a student went for a counseling appointment and the counselor was not there. She asked how students are notified in the event the counselor is unavailable. Dean Ramezane said that at College of San Mateo, they attempt to re-schedule the appointment; if the situation is known early enough, they will try to contact the student at home. Vice President Hughes said that another counselor is often contacted and asked to see the student if time permits.

Trustee Miljanich said that degree audit as well as SARS could revolutionize the counseling system and encouraged a follow-up report to hear about progress with new technology, etc.

Vice President-Clerk Holober asked for further explanation about the student satisfaction surveys and other feedback from students. Vice President Adrian said that focus groups were conducted in 2005 and student surveys in 2006; Cañada College and Skyline College used the same survey. Surveys have also been conducted at points of service. Vice President-Clerk Holober asked if the names of counselors were on the surveys so that responses could be looked at for each counselor. Vice President Lucas-Woods said that names are not on the Noel-Levitz survey but that counselors go through student evaluations just as other faculty do. Deans also conduct periodic evaluations of counselors. Vice Chancellor Luan will work with the researchers to provide a report on the Noel-Levitz survey.

Chancellor Galatolo commended the presenters on recognizing the importance of current methods and encouraged them to pursue technology. Many students can use technology and thus allow counselors more time with students who need more assistance. Chancellor Galatolo said he is impressed with the triage method. He would encourage expansion of the ambassador model to get others involved in talking to students. Chancellor Galatolo expressed the importance of looking at best practices. It is easy to get locked into what is being done currently; it is necessary to stand back and look at adapting to students' needs and to be student focused. It is essential to find the right combination of high-tech and high-touch to address the broad spectrum of student needs. Chancellor Galatolo will work with the Board to make sure that counselors have the proper tools, and he encourages the counselors to ask for what they need. The goal is to identify and implement concrete strategies to ensure a consistency and currency in student counseling.

President Hausman once again thanked the presenters for their presentation on this very important subject.

RECESS TO CLOSED SESSION

President Hausman announced that there was a request to add the following positions for approval under Short-Term, Non-Continuing Positions: 2 Theatre Production Technicians at Cañada College, Humanities & Social Science, beginning February 15, 2007 and ending June 30, 2007. President Hausman called for a vote to approve the addition to the agenda; all members voted "Aye."

The Board recessed to Closed Session at 8:30 p.m. The Board reconvened to Open Session at 9:15 p.m.

CLOSED SESSION ACTIONS TAKEN

President Hausman reported that, at the Closed Session just concluded, the Board considered the personnel items listed on the printed agenda and voted 5-0 to approve the actions in Board Report No. 1-A and 1-B.

ADJOURNMENT

It was moved by Trustee Schwarz and seconded by Vice President-Clerk Holober to adjourn the meeting. The motion carried, all members voting "Aye." The meeting was adjourned at 9:17 p.m.

The next meeting of the Board will be a Board Retreat on February 24, 2007 beginning at 9:00 a.m. at the College Vista Clubhouse. The next Regular Meeting of the Board will be on February 28, 2007 at 6:00 p.m. at Cañada College, Building 3, Room 142.

Submitted by



Ron Galatolo
Secretary

Approved and entered into the proceedings of the February 28, 2007 meeting.



Richard Holober
Vice President-Clerk