The meeting was called to order at 5:00 p.m.

Board Members Present: President Thomas Mohr, Vice President Richard Holober, Trustee Maurice Goodman (by telephone), Trustee Dave Mandelkern, Trustee Karen Schwarz

ANNOUNCEMENT OF CLOSED SESSION ITEMS FOR DISCUSSION
President Mohr said that during closed session, the Board will (1) hold a conference with legal counsel regarding three cases of existing litigation and two cases of potential litigation as listed on the printed agenda, and (2) hold a conference with agency labor negotiator Kathy Blackwood; the employee organization is AFT.

STATEMENTS FROM THE PUBLIC ON CLOSED SESSION ITEMS ONLY
Monica Malamud, President of AFT Local 1493, said the union is disappointed that the District did not accept all of the recommendations made in the fact finding report. She said the recommendations were signed by the District's representative on the fact finding panel and she believes this indicates that the recommendations in some way had the agreement or approval of the representative. Ms. Malamud said it is upsetting to hear that the Board is opposed to binding arbitration despite the fact that it was a recommendation in the fact finding report; it is the norm in the Bay 10 districts; and four Board members explicitly stated in oral interviews and in written statements that they would support binding arbitration. She said the union takes the endorsement process very seriously and will consider everything that has happened in future endorsements. Ms. Malamud said that in written responses, Board members said they would be open to members of the union, including communications. She said it was not easy or even possible for union members to reach Board members during the negotiating process. She said the Brown Act does not legally prohibit Board members from talking to the union.

RECESS TO CLOSED SESSION
The Board recessed to closed session at 5:06 p.m.

RECONVENE TO OPEN SESSION
The Board reconvened to open session at 6:15 p.m.

Board Members Present: President Thomas Mohr, Vice President Richard Holober, Trustee Dave Mandelkern,
Trustee Karen Schwarz, Student Trustee Alfredo Olguin Jr.

Others Present: Chancellor Ron Galatolo, Executive Vice Chancellor Kathy Blackwood, Skyline College President Regina Stanback Stroud, College of San Mateo President Michael Claire, Cañada College President Jamillah Moore, District Academic Senate President Leigh Anne Shaw

Pledge of Allegiance

President Mohr said the District mourns the loss of Len Herzstein who passed away recently. He was a beloved member of the District family and a loyal supporter of Skyline College and the District. He was former instructor of mathematics and business at Skyline College and also served on the academic senate. In retirement, he served on the Foundation Board. A scholarship fund in his name is endowed at Skyline College. President Mohr asked that this meeting be adjourned in Mr. Herzstein's memory. The Board unanimously agreed to do so. Chancellor Galatolo said Mr. Herzstein was a long-time colleague and dear personal friend. He said will attend the memorial service for Mr. Herzstein on Sunday and will present a certificate of the meeting adjournment to his family.

DISCUSSION OF THE ORDER OF THE AGENDA
None

STATEMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS
None

APPROVAL OF THE MINUTES OF THE MEETING OF JULY 26, 2017 (17-8-1)
It was moved by Trustee Schwarz and seconded by Vice President Holober to approve the minutes as presented. Trustee Mandelkern asked that two corrections be made within his comments on "Approval/Ratification of District Administrator

Contracts." In the sentence, ". . . the data from Transparent California that claim that the Chancellor's compensation has increased by $517,000 over the past three years," the figure will be corrected to read $117,000. In the sentence stating that this year's COLA increase is 3.83%, the figure will be corrected to read 2.82%. With these corrections, the motion to approve the minutes carried, all members present voting Aye.

NEW BUSINESS

APPROVAL OF PERSONNEL ITEMS: CHANGES IN ASSIGNMENT, COMPENSATION, PLACEMENT, LEAVES, STAFF ALLOCATIONS AND CLASSIFICATION OF ACADEMIC AND CLASSIFIED PERSONNEL (17-8-1A)

It was moved by Vice President Holober and seconded by Trustee Schwarz to approve the actions in the report. The motion carried, all members voting Aye.

STUDY SESSION

DISCUSSION OF DISTRICTWIDE TECHNOLOGY TASKFORCE (17-8-1C)

Chancellor Galatolo said the Colleges are well on track to report on targets related to factors in the strategic plan. He said they have working elements of the dashboard and will bring this to the Board at a later meeting. Related to this, he said that for some time he and the college presidents have been discussing the need to have better information systems, having found that the Banner system is not sufficient to make informed decisions. The Districtwide Technology Taskforce was formed, concentrating on operational efficiency, expanded use of data, and a customer relations module focused on ease of use for students. Chancellor Galatolo said Chief Technology Officer Bruce Griffin will discuss the taskforce in more detail and the college presidents will discuss their visions and how technology needs are related. He said staff will then solicit feedback and direction from the Board.

Mr. Griffin said the taskforce was convened in November 2016. It is co-chaired by College of San Mateo President Mike Claire and Mr. Griffin. Fifteen members serve on the taskforce, representing the three colleges and the District across a variety of functional areas. Taskforce members recognize that new tools will be needed to meet and exceed newly defined targets. Mr. Griffin said the taskforce identified three areas of need:

Operational Efficiency through Integration
- Creation of programs and centers can create silos; students tend to be handed off from one program to the next.
- The District's current systems are designed to process transactions but do not facilitate the flow of student interactions.
- Current business processes are difficult to scale.
- A common system to capture interactions will standardize many business processes across the District.

Expanded Use of Data
- The Banner system is transactional; data tends to be tactical.
- New tools, such as CRM, will generate new data that must be analyzed and acted upon.
- The District does not have a predictive analytics tool.
- There is a disconnect between course demand and schedule planning.

Ease of Use for Students and Employees
- Mobile access to online student services is under-developed.
- Students require multiple communication options.
- Multiple student-facing systems require students to have a wider breadth of knowledge than unified systems.
- Easier to use systems will lessen strain on student support resources.

President Claire said the overall vision for College of San Mateo dovetails with and is based on the District strategic plan with its overarching goals of access, success, equity and social justice. Based on his 30 years in education as both a teacher and administrator, he has identified the "Four P's":
1. People – it is necessary to employ the right people, with a shared vision, in order to move a college forward.
2. Pedagogy – imbedded with pedagogy is curriculum and the attempt to make curriculum more culturally responsive.
3. Pathways – a case management system is in place for learning communities such as the Year One program, but well-designed systems are needed to scale up the programs to reach more students. Technology is critical in

helping to scale up major endeavors. Data indicate that there is not a correlation between an increase in student educational plans and student success. It is not enough to have an educational plan; it is necessary to make sure students are actually following their educational plans. Currently, there is not a system to do so. Intrusive support is needed, including a more robust early alert system.

4. Predictive capacity – there is a need for tools that indicate in real time the adjustments that need to be made.

President Moore said that at Cañada College, student success is defined as a village because everyone at the College strives to engage in programs and practices designed to better serve students and ensure their success. She said the goals in the College's educational master plan are consistent with the goals in the District's strategic plan, including goal number 4 which deals with technology. She said that without intrusive support, it is not possible to serve students who come to the College with deficiencies and a tremendous amount of need. She said it is important to make sure the tools are available to continue to transform the lives of marginalized students. She said she believes this can be achieved through an enhanced technological platform. Examples include the ability to look at students' educational plans in real time across the District and the opportunity for students to register for classes for the entire academic year. President Moore said that with the Promise scholarships, it is even clearer that advanced technology will be needed in order to be successful.

President Stanback Stroud said the vision at Skyline College is to make sure that at least seventy-five percent of students get in, get through and get out on time. She said this goal is shaped by the direction of the District strategic plan. She said administrators and faculty were aware that 2,500 new full-time students would come to the College in the fall each year and more than forty percent would not come back in the spring. In laying the groundwork for change, the College started with the comprehensive diversity framework. They examined multiple domains, including communication, curriculum and hiring processes, outreach, community partnerships, and grants and other resources to put in place the programs, processes and procedures that will ensure student success. President Stanback Stroud said that staff visited other colleges and observed technology that allowed students to access their schedules on their phones; immediately see the consequences of dropping a class; and access the services they need. This allows students to drive their own educational journeys. The same software provided information to the districts about students' educational plans. President Stanback Stroud said the District needs an up-to-date technological system that provides a consolidated way to follow students from the time they come to the colleges until they graduate.

President Mohr said he believes student success is based in large part on the relationships we build with students and the support and great teaching that we surround them with. He said he also believes firmly in pathways provided they direct students to take the right courses and sufficient number of units, focus on their major, and go directly into college-level courses. He asked if an investment in new technology will make these relationships more facile and faster. President Stanback Stroud said she believes that when faculty have the technology and support they need, they are able to be more in touch with and responsive to students. She said that because students are in a better position to take ownership of their journeys, they are also able to build stronger partnerships with faculty.

Trustee Mandelkern said the real cost of technology is not the software or the computer hardware that it runs on. Rather, it is the impact on processes and the people costs. He said that making a wrong choice and training people in a methodology that does not work and having to start over is tremendously expensive, not just in the direct cost of people but in lost opportunity cost. He said it is important to identify where there is impactful strength that will solve problems. The first step is to identify the one, two or three problems that the institution really needs to solve and then find the best solution for those particular problems.

Chancellor Galatolo said institutions often do not make decisions because of the fear of conversion costs. President Claire said the taskforce asks whether an option is technically, operationally and financially feasible before considering it further. President Stanback Stroud said it is clear that the District must do something in terms of technology. She said the cost of inefficiency is greater than can be measured and the District pays for it in terms of what happens to students who do not succeed.

President Mohr said he believes the most powerful system we can provide involves having productive and understanding relationships between faculty and students, students and counselors, and the District and the community. He asked if new technology will, for example, help a counselor communicate with students and rally the support they need. President Claire said the learning communities take a case management approach and are based on relationships. He said this is difficult to scale up and the result is a gap between students in the learning communities and other students. He said he is interested in using technology to develop pathways to overcome the gaps. President Stanback Stroud said faculty

members and counselors have no way of knowing all of the services that a student might be accessing. With updated software, professionals can enter information and allow other professionals to see the whole picture and better serve the student. Kimberlee Messina, Interim Vice Chancellor of Educational Services and Planning, said that through the taskforce, the three colleges have come together to look at technology needs holistically and identify their priorities.

Trustee Schwarz said she is concerned about the lack of correlation between student educational plans and student success. She said she would be interested to know if systems are available that would deal with this issue. President Claire said individuals currently must manually track whether a student is following his/her educational plan. He said automation would provide a means to compare what students are doing versus what is in their educational plans and would flag counselors to contact and communicate with students when there is a gap.

Trustee Mandelkern said there is a dynamic tension between depth and breadth of coverage with the solutions the District is looking for. He said there has been a great deal of conversation on how to automate and digitize the educational planning process. He suggested that consideration be given to how many students will actually be affected and be able to benefit. He said there is a tradeoff between having a great solution for a subset of students versus having some solution for a great number of students. Mr. Griffin said he recognizes this as a real issue. He said the idea behind identifying the three areas of need is to add breadth on multiple fronts and capture a large number of students. He said the District must offer solutions to a broad range of students and make sure no one is left behind.

Trustee Mandelkern outlined four areas that he would prioritize:

1. On the front end process, gather and track data on how people came into contact with the District, e.g. from seeing specific ads, being at high schools where presentations were made, etc.
2. Getting richer data into the system. Examples: did students see a counselor, did they participate in particular programs such as Writing in the End Zone or the Jams, etc.
3. Course planning, scheduling and registration management – being able to predict how many students will need to take a particular course, surveying the students to determine when they would be able to take the course, and designing the schedule accordingly.
4. Managing locally created content such as Facebook, Web pages, Twitter Feed and blogs which are run by individual professors, groups, clubs, etc. – make sure the content is in keeping with District policies and principles and maintain control so that pages can be maintained and updated after the manager leaves the District.

Will Minnich, Dean of Enrollment Services at Skyline College and a member of the taskforce, said data show that the course completion rate for students in the District has not improved over the last 25 years. He said each campus has programs that are doing well, such as TRiO and EOPS, but none are scalable solutions. He said there is an urgent need to address this issue and software is available to do so. Dean Minnich said he would be happy to meet with individual Board members to discuss this issue further.

Student Trustee Olguin said he appreciates hearing about the research and knowledge and the desire to help students by linking their needs with appropriate technology. He said he believes a clearer vision for Guided Pathways will help. He said the registration process is not easy for students, many of whom work, have other responsibilities and have no experience navigating the system. Student Trustee Olguin also noted that students who have not attended a District college for a certain period of time are dropped from the system and are required to start over. He said he would like to see this changed.

Vice President Holober said the discussion has been thorough and his thoughts have been voiced by others. He said the development and use of technology is a vital and powerful tool and the District needs to do better in this area. He said it is ultimately about the people who must know how to use it. Vice President Holober thanked those who are involved in the process for their great work.

District Academic Senate President Leigh Anne Shaw noted the importance of ease of use as well as systems that talk to each other. She said it stands to reason that she can serve students better if she is not fighting the tools she has been given to serve them. She said that if data are readable and if the systems she uses to enter it are useful and talk to the other systems, she will be able to use the data to improve her programs and increase student success.

President Mohr thanked members of the taskforce on behalf of the Board for their work. He asked that they stay in communication with the Board.

DISCUSSION OF CALIFORNIA ASSEMBLY BILL 1887 (17-8-2C)
President Mohr said the recently enacted legislation prohibits state agencies from using public funds to travel to states with discriminatory laws against lesbian, gay, bisexual, and transgender people. The item is brought for Board discussion about how to go about supporting the legislation or putting a policy in place that would prohibit the use of public money to send employees to states that have passed discriminatory laws and would disallow requiring any member of the faculty or staff to travel to any of those states.

Vice President Holober said he believes supporting the legislation is the right thing to do. He asked if it would entail creation of a new policy. Chancellor Galatolo said he recommends that it be incorporated into a procedure.

President Mohr said he believes the Board needs to support the bill because their values require that they do so. He said this is totally in keeping with all of the positions the Board has taken on race, class and privilege and the values that have been laid out clearly. He said that in accordance with those values, employees should not represent the District at meetings in places that discriminate against people who we value. President Mohr said there might be infrequent exceptions and he recommended that Chancellor Galatolo draft a written procedure which would allow him to make exceptions and to inform the Board of any exceptions.

Chancellor Galatolo agreed that support of the bill is in keeping with the Board's values statement. He said exceptions might be made if following the procedure would harm students in some way. For instance, he said the National Association of Financial Aid Administrators annual conference will be held in Texas and not sending a representative to learn of key changes could be detrimental to students. He contrasted this with the Association of Community College Trustees meeting which will also be held in Texas but would not cause harm if faculty or staff members did not attend. Chancellor Galatolo also said clarification is needed on whether a District employee who is invited to be a keynote speaker at a meeting in one of the affected states would be allowed to do so if the sponsoring organization paid for the trip and no District funds were involved. Vice President Holober said the question is whether an employee would be allowed to represent the District or any entity within the District regardless of the funding source, unless an exception is granted. Trustee Schwarz noted that a list of exceptions is provided with the legislation. Chancellor Galatolo said he believes exceptions would be rare.

Trustee Mandelkern said it is clear that AB 1887 does not apply to the District but he is supportive of adopting a local policy as requested by the State Chancellor. He said he believes the stated exceptions may be comprehensive enough. He said he is not in favor of differentiating events such as the ACCT conference and conference on financial aid. He said that if exceptions are made, it should be made clear to the organizer that the District is doing so under protest and wishes that the meeting was being held in a different location. Trustee Mandelkern said he believes actions such as those provided for in AB 1887 work to change behavior and there is value in saying we vote with our feet.

Trustee Mandelkern said he does not believe the District should try to regulate what employees do on their own time with their own money. However, he said there can be a fine line between individuals representing their personal opinions or personal work as opposed to representing the District and a District program.

Vice President Holober suggested that the proposed procedure be taken through the participatory governance process. He said there is some confusion about travel that the District pays for versus travel that others pay for and it could be informative to hear different viewpoints. President Mohr said he is in favor of having discourse across the District, with the understanding that the decision to take a position belongs exclusively to the Board.

In light of the President's announcement of a ban on transgender people serving in the military, Trustee Mandelkern raised the issue of permitting people or groups that discriminate to come onto the campuses. He said he believes the Board must adhere to its values. Vice President Holober asked if the policy should apply to all recruiters, such as private companies and transfer agencies, and questioned how this could be managed. Trustee Schwarz said these are different times and the Board is more sensitive to what is occurring throughout the country. She said she believes the policy should apply to everyone without exception. She said the Board made a values statement and should follow through on that statement. Trustee Mandelkern agreed, stating that the Board should abide by its values statement or get rid of it.

Chancellor Galatolo said staff will prepare additional information on the issue of military recruitment and will bring it to the Board at its next meeting.

STATEMENTS FROM BOARD MEMBERS

Student Trustee Olguin said he will attend the Student Trustee Workshop in Long Beach and will bring a report back to the Board. He said he looks forward to attending the District's opening day event on August 14. Student Trustee Olguin said it was three years ago today that Michael Brown was killed in Ferguson, Missouri. He said the pain, suffering and anger has built and continues today. He referred to police raids that were conducted recently on homes in South San Francisco. He said he does not condone breaking the law, but believes the way people were treated was not right. He said the school to prison pipeline is real and as educators, we need to see what we can do to help young people. He said these young people, some of whom sat next to him in high school, should not be treated as criminals but rather should be seen as human beings.

Trustee Mandelkern thanked everyone who participated in the discussions at this meeting. He said that Student Trustee Olguin expressed himself well and represents students well. He said Student Trustee Olguin's parents and grandparents have raised an outstanding young man. He said people are often judged and treated differently because of the color of their skin and he believes there is a need for people to be more empathetic. Trustee Mandelkern said he looks forward to the opening day event.

Vice President Holober said he will not be able to attend the opening day event. He wished everyone a successful opening day and beginning of the new semester.

Trustee Schwarz said she will attend the opening day event as well as the new faculty luncheon at College of San Mateo and a new hire orientation at the District Office in the near future. Trustee Schwarz said she appreciates Student Trustee Olguin's comments. She said the District is trying to reach out to students in middle school to plant seeds at a younger age. She said the County Office of Education has wonderful programs for incarcerated youth which try to give them education and hope for their futures. While attending the Student Trustee Workshop, she encouraged Student Trustee Olguin to listen to what other colleges are doing to help younger and at-risk students and bring ideas back to the Board.

President Mohr said the work done by community colleges is very important in the lives of thousands of people. He said he is impressed with the Board's willingness to focus on issues that affect students deeply. He said he hopes that the Board can next discuss inherent biases that are reflected in how we teach and react to other people. President Mohr said the discussions at this meeting bode well for the ability of the District, working with the Board, to get better and better at what it does.

President Mohr said Chief of Staff Mitchell Bailey submitted a calendar outlining the steps for moving to by-trustee area elections. He said it is important that every Board member be present for these meetings.

ADJOURNMENT

The meeting was adjourned by consensus at 8:25 p.m. in memory of Mr. Len Herzstein.

Submitted by

Ron Galatolo, Secretary

Approved and entered into the proceedings of the August 23, 2017 meeting.

Richard Holober
President President-Clerk