

**Minutes of the Joint Meeting between the San Mateo County Community College District Board of Trustees
and the Jefferson Union High School District Board of Trustees
August 14, 2018, Daly City, CA**

The closed session meeting of the San Mateo County Community College District Board of Trustees was called to order at 5:30 p.m.

Board Members Present: President Richard Hober, Vice President Maurice Goodman, Trustee Dave Mandelkern, Trustee Thomas Mohr

ANNOUNCEMENT OF CLOSED SESSION ITEMS FOR DISCUSSION

President Hober said that during closed session, the Board will hold a conference with legal counsel regarding one case of existing litigation as listed on the printed agenda.

STATEMENTS FROM THE PUBLIC ON CLOSED SESSION ITEMS ONLY

None

RECESS TO CLOSED SESSION

The Board recessed to closed session at 5:31 p.m.

RECONVENE TO OPEN SESSION

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

San Mateo County Community College District (SMCCCD) Board Members Present: President Richard Hober, Vice President Maurice Goodman, Trustee Dave Mandelkern, Trustee Thomas Mohr

Jefferson Union High School District (JUHS) Board Members Present: President Andrew Lie, Vice President Kalimah Salahuddin, Clerk Braxton Lethco, Trustee Nick Occhipinti, Trustee Rosie Tejada

PLEDGE OF ALLEGIANCE

APPROVAL OF AGENDA

The JUHS and SMCCCD Boards approved the agenda with no changes.

REPORT OUT OF CLOSED SESSION

President Hober said that during closed session, the San Mateo County Community College District Board of Trustees voted unanimously to instruct legal counsel to accept a settlement offer of \$10.5 million in the matter of the San Mateo County Community College District v. Segue Construction Company, Case No. CIV 534343.

INTRODUCTIONS

Board members of both districts introduced themselves, along with SMCCCD Chancellor Ron Galatolo and JUHS Superintendent Terry Deloria.

CONSENT AGENDA

The JUHS Board unanimously approved the consent agenda, which consisted of personnel items.

PUBLIC COMMENT

Horace Hinshaw, a member of the public, addressed the JUHS Board. He said that ten years ago, the Pacifica community helped pass a school bond to provide new athletic facilities on the campuses at Terra Nova, Jefferson, Westmoor and Oceana High Schools. He said that Bill Gray, the Terra Nova High School football coach at that time, championed the ballot measure. Since that time, the Terra Nova community has been advocating the renaming of the Terra Nova football field in his honor. Two years ago, the desire to rename the football field was brought to the attention of the Jefferson Union High School District. Mr. Hinshaw said he believes it is time to take action and he is asking the Board to approve the naming of the Bill Gray Stadium. He said the first home football game will take place on August 24. He said this would be an appropriate time to hold a renaming ceremony because Mr. Gray will be in town from his home in South Dakota. Mr. Hinshaw thanked the JUHS Board for their consideration.

DISCUSSION ITEMS

COLLEGE PROMISE

Dr. Regina Stanback Stroud, President of Skyline College, said all three of the District's colleges have Promise Scholarship Programs and various programs around the scholarships. She said that this presentation will focus on the program at Skyline College.

Ellen Murray, Director of the Promise Scholarship Program at Skyline College, said the program provides academic, counseling and career development support to all Promise Scholars up until graduation or successful transfer, and also provides financial support in the form of fee waivers, book vouchers and monthly transportation incentives for the first full year. The program is based on the Accelerated Study in Associate Programs (ASAP) model first developed in the City University of New York (CUNY) system. More than a decade of data confirms that this program consistently doubles the graduation rates of participating students within two and three year timeframes. All who apply and are recent high school graduates or have recently completed their GED or adult continuation program receive a scholarship, as long as they go through the matriculation steps, complete financial aid and attend a Promise Day Orientation.

Ms. Murray said the District recently received a multimillion grant to support the District's replicating the program at Cañada College and College of San Mateo.

Ms. Murray said Skyline College has 509 new Promise Scholars this year, 184 of whom graduated from the JUHSD. She said this would not have been possible without the support and leadership of Superintendent Deloria. She distributed a document providing a demographic analysis of the students and noted that 113, or 61.4%, of JUHSD students participating in the program are first generation students. Ms. Murray said Skyline College is excited to serve JUHSD students.

Chancellor Galatolo said eleven California community colleges received Promise Program grants. Of the \$20 million awarded, SMCCCD received \$3 million, more than any other college or district. He said this is primarily due to the work done by President Stanback Stroud and her team, who visited CUNY and adopted the ASAP model.

Michael Claire, President of College of San Mateo, said some JUHSD students attend CSM and he will send the statistics to the JUHSD Board. He said CSM works with the San Mateo Union High School District on the Year One Program, which offers comprehensive support with the same components as the Skyline College Program. The Year One Program was piloted last fall and resulted in a significant increase in student outcomes. It was launched in full this semester with 500 participants. President Claire noted that some students attend all three of the District's colleges and said the colleges collaborate and share best practices.

Trustee Tejada said the Promise Scholars Program is exciting. She said she is pleased that in addition to academic needs, it addresses other issues that students have, including the cost of books and transportation.

Trustee Salahuddin asked how many of the Promise Scholars from the JUHSD attended the Promise Scholar Summer Institute. Ms. Murray said ninety-nine Scholars participated in the Summer Institute which included assessing their level in math and English. Students who could not attend the Institute because of work schedules received additional supplemental instruction to ensure their success. Trustee Salahuddin said she would like to see more targeted counseling about the program at the high schools and celebration of students who qualify and recognize that they can do college-level work.

President Lie said it was heartening to see the advantages of going through the program for many students that he knew. He said he tells parents as well as students about the program.

Trustee Occhipinti asked how outreach and advertising of the program differ among districts and how retention and transfer rates are tracked. Ms. Murray said there are high school liaison programs at all of the high schools to make sure students are aware of the program and its requirements and to help students complete the matriculation steps while still in high school. She said outreach is similar at each high school. She said the program is also advertised through social media. Ms. Murray said robust data tracking is part of the ASAP program. Among the items that Skyline College tracks are semester to semester retention, the number of counseling appointments per month, progress in classes, and whether students have a student education plan. The intent is to ensure that students are on track to graduate or transfer within two, two and one-half or three years.

Trustee Lethco said the Promise Scholars Program offers an exciting opportunity for students. He said much of the program is focused on removing financial barriers. He asked what other supports and services are included to help remove roadblocks faced by students. Ms. Murray said counseling is a core component of the program, supporting students in the transition to college and all the way through graduation or transfer. Counselors have smaller caseloads, with a ratio of one counselor to 150 students compared with the average ratio of one counselor to 400 to 450 students. During the first semester, students see a counselor once a month. After the first semester, the counselor assesses the student based on academics, personal life and clarity of goals, and lets the student know how frequently to come in to see the counselor. There are additional academic supports, along with collaboration with the SparkPoint Center, Transfer Center, and tutoring centers.

Trustee Mohr said the Promise Scholars Program is changing outcomes. He said participants in the program must be full-time students and the number of students graduating on time is increasing substantially. He said the remediation factor was devastating as students who were placed in remedial classes were still not succeeding and it became a trap for them. He said the high schools and colleges came together to work on ways to allow students to go directly from high school classes to college-level classes. He said this cooperation has made a significant difference.

Trustee Mandelkern said 30 to 40% of San Mateo County high school graduates do not enroll in college. He said he and Trustee Salahuddin have discussed the Big Push program which is designed to work with schools to expose students to college early and prepare them for college early. He asked for thoughts from JUHSD trustees on what the two districts might do together to increase the ability to prepare students for the potential of being in college. Trustee Tejada said interventions are needed to support struggling children and this requires partnerships with elementary and middle schools as well as high schools. She said it is also important to tell parents that there is no stigma in letting their students attend community college.

Trustee Salahuddin said there is a need to redefine how we look at the term “college isn’t for everyone” because it normally refers to a specific set of students. She said many students who would benefit from college do not attend because culturally they are trained that certain things aren’t for certain people. She said there is often a lack of understanding of the benefits of post-secondary education on the part of parents. For example, the incarceration rate for African American males drops to two percent if they have college degrees. President Moore said outreach to the community is critical, as well as starting conversations with students in middle school, as emphasized in the Big Push.

President Lie said the Promise Scholars Program opens many eyes and addresses the issue of the perception of community college. He said that with college costs exploding, being able to go to college with all first year costs covered is a great benefit to parents and families.

Trustee Lethco said there are specific items of value that can come with high school and college partnerships, such as college classes being taught on the high school campuses, intentional collaboration between high school teachers of seniors and community college professors, directing students to EOP, etc. He said the effort to remove the stigma of attending community college is important, particularly for undocumented students. Trustee Lethco said the JUHSD Board is in agreement on their goal of getting students in and through college. He said that through collaboration and specific programming, the two districts can help remove barriers faced by students who want to attend college.

Trustee Occhipinti said that when students are considering their options after high school, they should be able to choose pathways and launch at any level without judgment or stigma about their choice of career. He said many students will change majors and career paths. Trustee Occhipinti said the high schools and community colleges are addressing diversity but there are inequities in the admissions rates at four-year institutions. He said students can play an essential role in student success through participation in student government, the Associated Student Body, etc. He said another concern is work versus school, as many students must work and not all colleges offer night classes. Trustee Occhipinti said financial aid helps relieve this burden. He said the Promise Scholars Program is an important step forward in addressing issues facing students.

Trustee Mohr asked if the two districts share data on how students have done after their first year of college. President Stanback Stroud said the high school principals and community colleges meet and share small amounts of data with each other. She said they are engaged in developing a Memorandum of Understanding for data sharing. It has gone through legal review and the College is in the process of getting signatures.

President Holober said the SMCCCD Board is extremely enthusiastic about the Promise Scholars Program as a key way to address access and equity. He said community colleges open many doors to future education and career opportunities. He said the Promise Scholars Program includes book vouchers and said the District was the first community college in the country to establish a book rental program. President Holober said students are also grappling with other issues such as food insecurity, lack of transportation and homelessness. He said the County and cities provide some services but the District often steps in to fill gaps. For example, the colleges have food pantries and other food operations, and Skyline College and Cañada College offer a shuttle service. In terms of homelessness, President Holober said the Board heard a report that more than one hundred students districtwide identify as being homeless. He said Dr. Frank Harris reported on a statewide survey that included the District. More than twenty percent of District students in that survey identified as being homeless. President Holober said there is a long list of barriers to entering and persisting at the colleges. He said solutions will require creative work and teaming with other agencies.

EARLY AND MIDDLE COLLEGE HIGH SCHOOLS: EFFECTIVE PRACTICES FOR COLLEGE AND CAREER READINESS

Chancellor Galatolo said this item is closely connected to the previous discussion because it relates to linkages between secondary and post-secondary education. He said it is important to understand how the college-going rate can be fundamentally changed. He said this concept addresses mostly marginalized, vulnerable and at-risk students. He said that last year, the three colleges graduated 4,500 students with degrees or certificates, and 1,100 of these students were first generation graduates. Chancellor Galatolo said initiatives like Early College High School introduce students to college-level courses in the high school environment where they feel most comfortable. He said that along with students who are doing well and simply want to earn college credits, initiatives such as Early College High School enroll students who do not believe they have the capacity to benefit from post-secondary learning and students who culturally have never thought that post-secondary education was within their grasp.

President Stanback Stroud said Skyline College has Middle College partnerships with the South San Francisco Unified School District and the San Mateo Union High School District. Dr. Raymond Jones, Director of the Middle College, said the Middle College at Skyline College opened its doors in fall 2015. It is a two year accelerated program through which students simultaneously earn high school diplomas and colleges units. Middle College students are highly motivated but have not thrived in the high school environment. They enjoy good academic standing, have completed two years of English and math graduation requirements, and have demonstrated responsible behavior. The Middle College is built around a college prep program and includes opportunities for jobs/internships during the summer, book vouchers, Chromebooks, low counselor to student ratio, access to a retention specialist, social services and comprehensive support services.

Dr. Jones discussed student success rates, program outcomes and student learning outcomes. He said 99% of students pursue post-secondary education. He said 84% continue at Skyline College and 95% of them receive a Promise Scholarship. The retention and graduation rates increased from 2017 to 2018, with a 100% graduation rate in 2018.

President Stanback Stroud said Skyline College collaborated with the JUHSD when it was first developing the Middle College, but the JUHSD did not pursue the program due to budget difficulties. She said she would welcome the opportunity to talk about a partnership at this time. She said the other high schools participating in the program did not pay any of the program costs for the first year and a price as negotiated for subsequent years. Chancellor Galatolo said the Middle College programs at Cañada College and College of San Mateo were underwritten by the state but the funds were no longer available when the program was established at Skyline College. He said the objective is not to make a profit, but to break even.

Dr. Jennifer Taylor-Mendoza, Vice President of Instruction at Skyline College, said Early College High School is another model. She said it provides opportunities for students from backgrounds underrepresented in higher education and reaches out to a broader student population. The Early College High School can be a school-within-a-school, a small stand-alone school or a school located on a college campus. Students typically begin in ninth grade and are not required to meet academic eligibility. The program combines high school and college-level coursework into a single program. Students complete an associate degree, four-year transfer requirements, and/or industry-recognized credential, earning a high school diploma at the same time. This allows students to complete their high school requirements in four years and enter college at the junior level, reducing the cost of higher education substantially.

Trustee Tejada said classes that high school students want to take, such as foreign language classes, are not always available at the high schools. She said teaching college courses on the high school campus as part of an Early College

High School could benefit these students. Chancellor Galatolo said a number of high school teachers are qualified to teach college-level courses and could teach as adjunct professors. Trustee Goodman asked if a high school student would be able to take a language class at the college campus under the current dual enrollment agreement. Dr. Jones said the college would allow this if the student meets the dual enrollment requirements; however, it would be up to the high school to decide whether to grant permission.

Trustee Salahuddin asked how “underrepresented” is defined. President Stanback Stroud said this typically refers to students who have not historically been represented in higher education in a way that is commensurate with their population in the community. Trustee Salahuddin said parents who apply for an Early College High School program for their children are likely people of privilege who apply quickly and early. She asked how it would be possible to deny admission to some students and select students from a background that the districts would like to see represented. Superintendent Deloria said she previously worked in a district that had an Early College High School on the community college campus. She said that if there were more students applying than the space would accommodate, they conducted a lottery. She said legal counsel advised that the only way around this is to set up a dependent charter through the district which could set criteria. Trustee Goodman asked if Assembly Bill 288 addresses this issue. President Stanback Stroud said the bill primarily defines the requirements for offering dual enrollment and does not apply to Early College High Schools.

Trustee Mohr said he attended the Middle College commencement ceremony and was struck by how close and bonded the students are. He said there is a great deal of information on the internet about Early College High School models. He said there are approximately one hundred programs around the country. He said one characteristic is that underrepresented students do incredibly well.

Superintendent Deloria said that when she came to the JUHSD last year, there was not a dual enrollment agreement. She said that with the help of President Stanback Stroud and her staff, JUHSD now has dual enrollment at each high school and the continuation school.

RACE, CLASS AND EQUITY

Lasana Hotep, Dean of Student Equity and Support Programs at Skyline College, said the College approaches equity with an emphasis on retention and success. He said there has been a paradigm shift from “Right to Fail” to “Completion Agenda.” Instead of asking, “Are you a college ready student,” the College is now asking, “Are we a student ready college.” To answer this question, the College must be aware of the demographics of the students who are entering the campus. A committee worked for several years to develop the Comprehensive Diversity Framework that addresses the following eight domains: Community Connections, Curricular and Pedagogical Approaches to Equity, Communication/Information Dissemination, Hiring Processes, Student Support, Leadership, Admissions Policies, and Registration Policies.

Dean Hotep said there is a distinction between equality and equity. He said equality in education is achieved when students are all treated the same and have access to similar resources. Equity is achieved when all students receive the resources they need so they graduate prepared for success. Dean Hotep said Skyline College approaches equity in a variety of ways, including: Hiring Process, Center for Transformative Teaching and Learning (CTTL), Equity Summit at Skyline College, Equity Training Series, Call to Consciousness College Lecture Series, Beyond the Margins Equity Forums, New Faculty Academy, Adjunct Faculty Academy, Communities of Practice, and College Redesign. Student equity and support programs at Skyline College include: Disability Resource Center, Guardian Scholars Program (for current and former foster youth), Extended Opportunities and Services (EOPS), CalWORKS/CARE, TRiO, Lunch & Learns, Student Equity Plan, Campus-wide Cultural Fluency, Brothers Achieving Milestones, and Historic Black Colleges and Universities (HBCU) Campus Tours.

Dean Hotep said Equity Training Sessions take place during the spring semester. There are eight sessions which are open to staff, faculty and administration. Each session ends with a culminating presentation. Skyline College is also embarking on a new initiative, The Equity Institute, whereby the College will conduct trainings on its successful and promising practices with the broader community, including P-12 institutions, non-profits, community colleges, four-year colleges/universities, and private business.

Dean Hotep said Skyline College will host an all-day Equity Summit on November 2 and he invited everyone to attend. Admission is free but registration is required.

Kareen Baca, JUHSD Associate Superintendent of Educational Services, read the JUHSD's mission statement: "JUHSD is a premiere learning community where all students advance to and through post-secondary learning and careers." She said the as a learning community, the District is involved in an ongoing process in which they work together to achieve better results for students. The District strives to meet the needs of all students, especially those who are under-resourced and historically underrepresented. Associate Superintendent Baca said it is very important that students go through post-secondary learning and careers. She said students will probably have multiple careers over their lifetime and they should learn skills they will need for each of those careers.

Associate Superintendent Baca said the JUHSD approaches equity in three ways and has partnered with three different organizations:

- CircleUp Education, an organization that helps build a positive school climate, will help with relationships, conflict resolution, diversity and implicit bias.
- The Education Trust West, an equity-driven and data-centered organization, will look at data, policies and initiatives to make sure students are college and career ready.
- Solution Tree, a professional development company, will help build a community of learners so that all students will be helped.

Associate Superintendent Baca said that for the JUHSD, equity means recognizing historic and systemic disparities in opportunities and outcomes and providing the resources necessary to address and ultimately dismantle systemic barriers. She said the District is creating a working committee to develop a plan to address the equity issues in the system. The District will also form a steering committee that will work with partners to help move the work forward. A Professional Learning Community will work together to look at data to make sure that what the District is doing serves all students.

Trustee Occhipinti said it is good to see that there are Professional Learning Communities at all levels. He said he is pleased that students can get the support they need when they go to the community colleges.

EMPLOYEE HOUSING

Tina Van Raaphorst, JUSHD Associate Superintendent for Business Services, said it is difficult for the JUHSD to attract and retain highly qualified teachers because of the structure of state funding, declining enrollment and a lower tax revenue base than surrounding districts. She said this results in a high turnover rate so that the District has to continually reinvest in training and professional development. She said the District entered into a feasibility study with Education Housing Partners. A survey was conducted and 266 of the approximately 500 employees responded, indicating a great deal of interest in employee housing. The District decided to move forward with an initiative and is planning to build 100 to 120 units with a blend of different sized units, with rents at approximately 50% of market rate. The District has property available to use for the housing development. They are in the process of developing bridge documents. They are hoping to break ground in the winter of 2021 and open in fall of 2022. Associate Superintendent Van Raaphorst said the District will develop a housing board which will determine policies on the allocation of units, how long residents can stay in the units, etc. She said a third party property manager will be employed and will be in close contact with the housing board.

Associate Superintendent Van Raaphorst said the District is fortunate that voters are willing to pay for a good portion of the housing development through passage of a \$33 million bond. The District believes this will cover approximately half of the cost. The other half will be financed and paid back with rents. Rents will also cover maintenance and upkeep of the facility. After the loans are paid off, contributions could be made to the general fund and improve the District's financial situation overall.

Mitchell Bailey, SMCCCD Chief of Staff, said the District started addressing employee housing due to recruitment and retention issues. The first housing development, at College of San Mateo, was completed in 2005 and has 44 units with a mix of one, two and three bedrooms. The housing development at Cañada College was opened in 2010 and consists of 60 units. A third development is being built at Skyline College and will be limited to 30 units due to the size of the parcel that was available. All of the developments are under control of the Educational Housing Corporation which was established by the Board of Trustees. A third party property management company manages the properties.

Mr. Bailey said rents range from \$1,100 per month to \$1,800 per month. Residents save time and money on commuting and achieve a more favorable work/life balance. Over a one year period, residents saved a total of 920,000 miles collectively.

Mr. Bailey said residents are allowed to stay in the units for up to seven years. The goal is for the residents to save enough money for a down payment on a home; however, in today's market, it is difficult to save enough for a down payment. The Educational Housing Board of Directors has directed that residents be educated on financial planning while they are living in the units. To date, approximately 50 residents have moved out of the housing units and into home ownership. To help make home ownership possible, the District also offers a home loan program through which employees can borrow up to \$150,000. Chancellor Galatolo explained how the home loan program is funded.

Trustee Lethco asked how eligibility for the units is determined. Mr. Bailey said the program is open to all permanent, full-time faculty and staff and to adjunct faculty, with an established ratio for faculty and staff. The wait list, consisting of 250 employees, is significantly longer for staff.

Trustee Salahuddin asked if people generally leave to find another job or stay with the District when their terms of residency end. Mr. Bailey said they typically stay with the District. Chancellor Galatolo said residents report being overwhelmingly pleased and the only negative is that they do not want to leave. He said his goal is to have two complexes at each college so that residents will not feel the rush to move in seven years. He said this is a key element in retaining outstanding employees.

President Lie asked what process is used when residents leave employment with the District. Mr. Bailey said the Educational Housing Board has set a policy stating that residents have ninety days to vacate the unit when they leave employment.

Trustee Lethco asked if there are lessons from the first five years of operation. Mr. Bailey said appliances and carpets did not last. He said that it is important to control costs, but furnishings should be of sufficient quality to last.

President Holober congratulated the JUHSD on passage of their bond. He said this shows that the voters have trust in the District. President Holober said the SMCCCD employee housing was a vision of Chancellor Galatolo and are tremendously successful. He said a key point is that the rents are well below market rate but are not subsidized. The District makes a modest rate of return that is placed into the general fund. For the Skyline college development, President Holober said the District entered into an agreement with a real estate developer to purchase a portion of land for which the District had no use. The District will use revenue from the sale to build the 30 units on the portion it retained and the developer will build single-family homes on the portion they purchased. President Holober said Trustees Goodman and Schwarz serve on the Educational Housing Board but that Board is kept separate from the Board of Trustees.

Chancellor Galatolo said SMCCCD staff are available to help in any way they can as the JUHSD proceeds with its housing development.

SMCCCD ACTION ITEM: ADOPTION OF RESOLUTION NOS. 18-18 THROUGH 18-22 IN SUPPORT OF SAN MATEO COUNTY SCHOOL DISTRICTS' BOND AND PARCEL TAX MEASURES

It was moved by Trustee Mohr and seconded by Vice President Goodman to adopt resolutions in support of the San Mateo-Foster City Elementary School District parcel tax measure, the Jefferson Elementary School District bond measure, the San Bruno Park School District bond proposition, the Portola Valley School District bond measure, and the Jefferson Union High School District parcel tax measure. The motion carried, all members voting Aye.

STATEMENT FROM CHANCELLOR: Chancellor Galatolo expressed gratitude to Candice Bell, Assistant to the Superintendent at the Jefferson Union High School District, who did an excellent job of coordinating this meeting.

ADJOURNMENT

The meeting was adjourned by consensus at 8:48 p.m.

Submitted by

Ron Galatolo, Secretary

Approved and entered into the proceedings of the September 12, 2018 meeting.

Maurice Goodman, Vice President-Clerk