

SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT
SPECIAL MEETING OF THE BOARD OF TRUSTEES
Monday, June 3, 2013, 3:00 p.m.
District Office Board Room
3401 CSM Drive, San Mateo, CA

AGENDA

3:00 p.m. Call to Order/Roll Call

Pledge of Allegiance

NEW BUSINESS

13-6-1B Board Vacancy: Application Review

NOTE: At Special Meetings, the public may address the Board on any item described on the agenda before or during consideration of that item. Statements from the public on non-agenda items are not heard at special meetings.

ADJOURNMENT

APPLICATION FORM

APPOINTMENT TO THE GOVERNING BOARD SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT

APPLICATION DUE BY 5 p.m. ON MAY 28, 2013. It may be submitted in person at the District Office (3401 CSM Drive, San Mateo) or by email to brooksv@smccd.edu. Please note that this appointment will be effective until candidates elected on November 5, 2013 take office in early December. The appointed candidate may run for election at that time. Please note that all applications are public documents.

NAME: Joshua Becker

RESIDENCE ADDRESS: 2098 Valparaiso Avenue, Menlo Park, CA 94025

E-MAIL: becker.josh@gmail.com

PHONE: (650) 208-8818

Please indicate if you are planning to run for the community college Board in November 2013. yes no

Please signify, by signing below, that you are a resident of and registered voter in San Mateo County.

Signature and date

On a separate page, please list any public offices you have held or sought election/appointment to, or community leadership positions held. Also, please answer in writing the following six questions. You are also welcome to submit a resume/CV separately if you wish.

1. Tell us about yourself. Why are you interested in serving on the San Mateo County Community College Board, and what qualities/expertise/attributes will you bring to the Board?
2. What is your understanding and philosophy about the role of a community college board member? If you have served on an elected or appointed board, please provide examples of your activities that have demonstrated your philosophy and understanding.
3. How do you work with people of divergent opinions when problem-solving complicated and potentially controversial issues? Please provide examples of your experiences.

Public offices held or sought election/appointment to, or community leadership positions held:

2012-Present: California Workforce Investment Board
2000-Present: Full Circle Fund, Founder, Board Chair, Menlo Park, CA
2001-Present: University of California at Merced, Board Trustee, Merced, CA
2003-Present: One Economy, Board Member, Washington, DC
2008-Present: Clean Tech Open (CTO), Board Member, Redwood City, CA
2010-Present: Startup2Startup, Co-Executive Director, San Francisco Bay Area, CA
2010-Present: East Palo Police Activities League
2009-2011: Clean Economy Network, Co-Founder and Board Member, Menlo Park, CA
2010: Candidate for State Assembly, California
2008: Cleantech and Green Business Leaders for Obama, Co-Founder, Menlo Park, CA
1993-1994: Press Secretary, Congresswoman Marjorie Margolies-Mezvinsky, Washington, DC

1. Tell us about yourself. Why are you interested in serving on the San Mateo County Community College Board, and what qualities/expertise/attributes will you bring to the Board?

I'm interested in serving on the Board because I am passionate about education. I see access to education as a critical part of obtaining the American Dream. I have seen this play out in my own family. My immigrant grandparents came to this country not speaking English, but through low-cost education and scholarships, my parents were able to go to undergraduate and graduate schools and build a better life for our family.

Community colleges are a critical pathway for millions of Californians to realize their dreams. In the San Mateo Community College District alone, there are currently almost 30,000 community college students. That is 30,000 students who rely on our three community colleges to provide them with the education to attain the opportunities they desire. The current Board does a tremendous job supporting and guiding these colleges to fulfill their mission. My background will enable me to work with the rest of the Board to make sure those students continue to get the best education possible. My business, non-profit and political experience can all help me fulfill that goal.

Non Profit: My interest in education and workforce development issues has culminated recently in an appointment by Governor Brown to the California Workforce Investment Board. The Board recognizes that California's workforce needs have changed. Today, 76 percent of all jobs require some sort of post-secondary education. That is a significant change from the past and means that our community colleges now play an even more vital role in students' lives as well as in the health of our State's economy.

There are many synergies between my role on the Workforce Investment Board and the role of a San Mateo Community College Board Trustee. I will be able to better serve as a Trustee with the knowledge and relationships I will be gaining from having a statewide perspective into workforce development issues. I am serving on the Career Pathways Committee, which of course

has direct relevance, as well as the Advanced Manufacturing Committee, and will also likely be involved in the Green Jobs Committee.

In my role as a Founding Trustee of UC Merced, a Board Member for 10 years and Chair of the Foundation Board, I've been involved in strategizing not only how we get kids from disadvantaged backgrounds prepared for the UC system, but also how to get them to apply, stay in school and develop the skills needed for today's fast moving economy. Having seen the campus from its inception, I have gained valuable perspectives into all the many constituencies necessary to make an institution of higher learning successful. Since the first class entered the University in 2005, we have grown enrollment to almost 6,000 students. To date, UC Merced has contributed over \$1 billion in economic value to the Central Valley. We started the UC Merced Foundation from scratch and have already built up the endowment to over \$30 million despite the tough economy, especially in the Central Valley.

Additionally, as Founder and Chair of the Full Circle Fund (FCF), I have raised almost \$10 million to directly fund non profits as well as train emerging leaders to put their skills to work supporting education, environment and global economic opportunity. FCF is a collective grantmaking group where young business and community leaders pool their time and money together to help innovative community solutions. To date, we have funded almost 20 education non profits and policy efforts that are preparing our kids for the jobs of the future. An example of this is Beyond 12, which works to increase the number of traditionally underserved students attending college, who stay in school and complete their degree. One of the ways it does this is by creating mechanisms to help schools identify and address student challenges early, before those challenges lead to a student's withdrawal.

As the Founder of FCF, another major effort that I helped lead was establishing benchmarks and metrics used to evaluate project success. Also through FCF, I have built strong relationships in communities like East Palo Alto. Those relationships and the time I have spent in communities like East Palo Alto will enable me to be responsive to the needs of those residents.

I have been a Board Member of the Clean Tech Open for many years. The Clean Tech Open runs the premier cleantech business plan competitions in the country and has helped over 600 companies get started. I am excited about the potential of cleantech careers for our community college students. Skyline's Solar Energy Technology Certificate is an exciting program and I can help provide additional connections to the cleantech industry.

Business: As a venture capitalist, my job was to identify the future growth areas of the economy and fund startup companies. I identified areas in traditional IT, but also cleantech, edtech, etc. I have funded companies that have grown to hundreds of employees and am also CEO of a growing technology company. My hope is that on the Board, I can be an additional bridge from the financial and political centers of the Valley to the needs and programs of the District. I am excited about working with the District's administrative leadership to find programmatic connections to local industry.

Public Sector: As a former Congressional Press Secretary and someone involved in the political system and local efforts, I see things through the prism of both what can get done and how we get them done. It is one thing to come up with a good idea, it is another to make sure that idea can and does get implemented.

Finally, I want to note that I am excited to serve on the Board to learn from the current Board members. The current Board has exhibited tremendous dedication and I would look forward to learning from their experience and expertise in dealing with these issues.

2. What is your understanding and philosophy about the role of a community college board member? If you have served on an elected or appointed board, please provide examples of your activities that have demonstrated your philosophy and understanding.

My understanding is that the Board's role is not only to provide governance, but also to support and promote the continued growth of the community colleges. Along these lines, the Board members must be fiscal stewards, lobbyists, cheerleaders and ambassadors for the San Mateo Community Colleges. These are roles that I have filled over the last 10 years at UC Merced. When I started, the campus was still mostly an idea. Over the last 10 years, I have played all those roles to support the University's growth. This has included reviewing the University's goals and growth plans, advocating for the campus in Sacramento, building relationships with other communities throughout California as well as recruiting financial and tactical support for the University.

I also can play an important role connecting our community colleges with the business community, particularly the growing tech community that has surged from the Valley up through the Peninsula and now into San Francisco. I have worked for many years in STEM education and am excited to do whatever I can to help provide pathways into tech, bio-tech and cleantech jobs.

3. How do you work with people of divergent opinions when problem-solving complicated and potentially controversial issues? Please provide examples of your experiences.

A real strength of mine has always been bringing people together, especially when complicated and controversial issues are involved. For example, when I took over Lex Machina, the company was chaotic and had a very challenged culture in which there were differences of opinion. Faced with a situation where the two Founders did not get along, I was able to realign everyone to a shared purpose, get them focused on milestones and put the company back on track for success.

In 2012, I helped build support for Prop 30 within the UC community. The proposition was controversial because it involved raising taxes, which was extra-controversial in the Central Valley. While much of the significant funds raised from this were to be earmarked for the UC, CSU and Community College systems, it was still a controversial issue because there were many who were generally opposed to further raising taxes. I was able to work across lines and convince some of those who were normally anti-tax to support Prop 30 through helping people understand the overall end goal and long-term benefits of doing so.

4. What is your approach to how budget reductions should be made when required? Also, what is your philosophy about how to distribute additional funding when available?

When facing budget cuts, it is important that we have a process with a thorough examination of potential cuts. We should involve those affected by the budget cuts in the process, e.g. bring together teachers, classified staff and students and discuss how they feel about potential cuts and have them help identify the best of tough choices. At the end of the day tough choices sometimes have to be made and it's important that the board stand together in support of those choices. In general I would look to protect promising new programs as well as protect needy students. When the State was facing massive budget cuts, UC Merced as a new campus was spared because as the Chancellor said, "When the tree is young it needs the protection so it can grow."

If we have additional funding we should go through the same process. We should listen to all stakeholders and develop a list of programs to be restored. We should also rely on the Presidents of the colleges and staff to give their recommendation on best programs to be restored or started. We should expect the staff to also have consulted with all the constituent groups.

5. What is your view of the role of the Board of Trustees in the collective bargaining process?

The Board makes the final decision on contracts, which has implications for the salary, benefits, working conditions, etc. of all employees. The role of the Board should be to best represent the District and local taxpayers in bargaining in good faith with the District's employees. I would be committed to honest and transparent dealings with all employees such that we can work together towards the improvement of the Colleges. In those conversations the Board should listen and understand the issues of employees at all levels. The current Board has taken a very collaborative approach and been sensitive to impacts on all including the lowest paid workers and I would want to continue that collaborative approach.

6. One of the Board's roles is to determine whether the District should place capital bond or parcel tax measures before the public for a vote. What is your experience and philosophy regarding State and local tax measures? How would you determine when to go to the voters for additional tax revenues?

Capital bonds and parcel taxes are important mechanisms to provide the community colleges enough funding to meet their goals. However, before undertaking a bond or parcel tax campaign, we must be sure that: (1) there is a real need, (2) we have a clear vision of how we will invest those tax dollars, and (3) polling data indicates that the requisite public support exists. Should all those things align, and our Board votes to move forward, I can be extremely helpful with experiences and contacts to build a broad coalition to support an effective and ultimately successful campaign.

One of my first political acts in the Bay Area was to work for Prop 39, which aimed to lower the approval threshold for local general obligation bonds. An effort had been tried previously, and failed. This effort was different in that it was jointly led by the business community and the teachers, working together with other coalition partners, and succeeded. I was working at a venture firm and thus got invited to meetings convened by John Doerr with leaders of the venture capital community, rallying them to support the initiative. This was an example of a wide coalition that helped lead to triumph. Before Prop 39 more than 40% of local school bond ballot

questions failed. Since Prop 39 lowered the threshold from 67% to 55%, 80% of local school bond ballots have succeeded.

Whether it be on education, energy/environmental issues or others, I have great experience with building coalitions of business leaders, non-profit leaders and government leaders.

APPLICATION FORM

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NAME: Natalie Gore

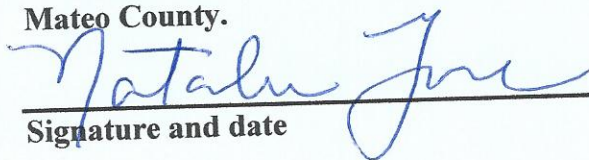
RESIDENCE ADDRESS: 837 Linden Avenue

E-MAIL: natalie.e.gore@gmail.com

PHONE: 650-553-5150

Please indicate if you are planning to run for the community college Board in November 2013. yes no (Undecided)

Please signify, by signing below, that you are a resident of and a registered voter in San Mateo County.


Signature and date

5/28/13

On a separate page, please list any public offices you have held or sought election/appointment to, or community leadership positions held. Also, please answer in writing the following six questions. You are also welcome to submit a resume/CV separately if you wish.

1. Tell us about yourself. Why are you interested in serving on the San Mateo County Community College Board, and what qualities/expertise/attributes will you bring to the Board?

I am interested in serving on the San Mateo Community College because I feel that my experience and education has prepared me to fulfill this leadership role in the San Mateo Community College System. Education is very important in my life. I earned a bachelor's degree in 1985 from Howard University in Microbiology, and roughly 20 years later I earned a Master's degree from the University of San Francisco in Nonprofit Administration. I am currently in my second year of law school. I view education as a lifelong quest. I also know how

critical it is to provide individuals of all ages with a high quality, low cost post-secondary education. I will work hard to ensure that everyone who wishes to get new skills or just follow their intellectual passion will always have the opportunity to do so in the community college system.

I worked at education non-profits that collaborate with community colleges and the private sector to provide students with the education that they need in the Science, Technology, Engineering and Mathematic (STEM) fields. I have seen how a community college can collaborate with the private and public sector to provide students the education foundation they can use to immediately work at internships and co-ops in the private sector. I have witnessed community colleges change the lives and economic prospects of students. I want to be a part of setting the future course of the San Mateo Community College System.

2. What is your understanding and philosophy about the role of a community college board member? If you have served on an elected or appointed board, please provide examples of your activities that have demonstrated your philosophy and understanding.

In 2007 I was appointed by the City Council of South San Francisco Housing Authority I am currently in my sixth year as a Commissioner on that board. I feel that the community college board member must have an understanding of the community of students that it serves and their diverse needs, while at the same time understanding what the community at large requires from an education facility dedicated to the education of its current and future leaders, parents, teachers and voters. I think that the person who sits on the board must know San Mateo County from its urban, high tech areas near the bay to the rural areas in mountains and by the ocean. I know the county, I have live here for 15 years. I love the diversity of this County and I would find great honor in representing it as a Board member.

3. How do you work with people of divergent opinions when problem-solving complicated and potentially controversial issues? Please provide examples of your experiences.

My approach to working with people of divergent opinions is to basically hear them out and try to come to a consensus. I also know that when the conversation ends each board member has one vote on any issue, and we must each cast our vote the way that we feel is best for the San Mateo Community College System. Once the vote is cast and the decision is made it is up to the board to be resolved to implement the final board decision.

4. What is your approach to how budget reductions should be made when required? Also, what is your philosophy about how to distribute additional funding when available?

Currently on the Housing Authority Board, we are facing a reduction of funding from the federal government that is not being fully covered by the rent that our tenants are paying. So, this is a process that I am very familiar with. The first thing I asked our executive director to do was to meet with the staff and explain the situation. Next, I asked that the ED ask the staff to suggest areas where they thought we could reduce expenditures. The ED did this and the staff had quite a few suggestions. Some of them we approved by the board, and others that weren't feasible at the time. I think the process helped with staff morale, because it wasn't just the board telling the staff where cuts were needed. It was a process that included everyone, and it was interesting what we discovered. We found better and cheaper ways to get the same job done. This is an ongoing process for the Authority. It is also a process that I think would work at the Community college level and one of many approaches that I would include should I be called upon to review the budget for possible places for reductions.

When it comes to distributing additional funds when needed, I would look to programs that have been reduced or underfunding in the previous budgets and distribute funds to those programs, while also assuring that the college keeps some in reserve.

5. What is your view of the role of the Board of Trustees in the collective bargaining process?

The board of trustee should set the goal for the college. However, we should be open to getting input from employees union.

6. One of the Board's roles is to determine whether the District should place capital bond or parcel tax measures before the public for a vote. What is your experience and philosophy regarding State and local tax measures? How would you determine when to go to the voters for additional tax revenues?

My only experience is as a voter. I think that asking taxpayers for additional tax revenues should be a last resort for the community college system. I would look at what was being requested and determine if there were other ways to meet the goal. For example, if one school was asking for a new building to be built for some program and that program was already available with excess capacity at another one of the colleges in the system, then I would be less inclined to ask

taxpayers to pay for something that would be nice to have but not absolutely necessary. As I said going to the taxpayers should be the absolute last resort.

All candidates who complete this form and submit it prior to the deadline should be available to appear in person at a College Board meeting on the evening of **Wednesday June 5, 2013** at the District Office Board Room. Please also keep open **Wednesday evening, June 12** for an additional meeting if necessary. If you are selected for an interview, you will be contacted and given the exact day and time of the interview as well as additional information about the format of the interview.

Community Positions Held

Commissioner, South San Francisco Housing Authority, 2007- Present

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NAME: R. Brian Irion

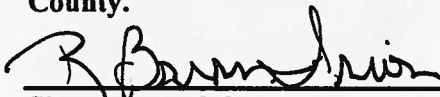
RESIDENCE ADDRESS: 936 Castle Hill Rd., Redwood City, CA 94061

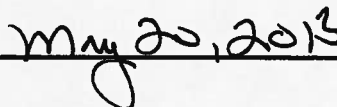
E-MAIL: birion@thedesq.com

PHONE: 650.363.2600

Please indicate if you are planning to run for the community college Board in November 2013. yes no *

Please signify, by signing below, that you are a resident of and registered voter in San Mateo County.





Signature and date

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R. Brian Irion
936 Castle Hill Rd.
Redwood City, CA 94061
(650) 366-4748 (h)

May 20, 2013

Governing Board
San Mateo County Community College District
3401 CSM Drive
San Mateo, California 94402

Re: Application for Appointment to the Governing Board as Provisional Member

Dear Governing Board:

Please accept this letter and accompanying application form to consider my request for appointment to the Governing Board to provisionally fill the position held by Helen Hausman until the next regular election.

I confess I am not a politician by nature or historically. I have not sought nor held any elected office. As to "community leadership positions", the closest positions I have held have been that of a judicial arbitrator and judge pro tempore for certain matters to the San Mateo County Superior Court, and a three-year stint on the California State Bar Committee for the Administration of Justice.

You will note that I indicated both "yes" and "no" to the question whether I plan to run for the community college Board in November 2013. This is because I am aware of an issue pending before the Board as to whether elections should remain "at large" or be by district (See San Francisco Examiner, 4/21/2013). Should the Board determine that district-by-district elections would be more appropriate, I would be very hesitant to run for election in November if a pre-existing member exists from my district. If at large elections remain the rule, I would evaluate whether I perceive my addition to the Board to have been beneficial to it.

With the above said, I am interested in serving on the Board because I live in this community and care about it. I have minor children attending a local K-8 school and I anticipate that by the time they graduate from high school, four-year colleges will be even more unaffordable for most of us. I have a vested interest in ensuring that the community colleges are able to provide quality education opportunities to both vocational ends and with an eye toward transfer to four-year colleges upon completion of two year programs. Additionally, my wife went to College of San Mateo before I met her at U.C. Davis and spoke highly of the quality of education she received at CSM.

1. "Tell us about yourself."

Although I am an attorney, I don't have any special expertise in education or government law, though I did author an article in 2001 focusing on the Brown Act and understand it applies to the District Board. See <http://thedesg.com/pdfs/Brown%20Act%20Article.pdf>. I currently serve as the Secretary and as a board member on the San Mateo County Community College Foundation and hope that my input on that Foundation has benefitted the Foundation and through it, the Community College District.

2. "What is your understanding and philosophy about the role of a community college board member?"

I believe the role of a community college board member is generally to advance the ability of all to obtain a quality education in order to maximize their career choices and help society thereby. How this goal can best be achieved will require the interaction of maximizing the value of funds raised with sensing the community's willingness to contribute funds towards this goal. I believe a balance needs to be achieved by sensing the community's interest in contributing funds, meeting the educators' needs for livable earnings and perquisites, and the students' needs.

3. "How do you work with people of divergent opinions...?"

People often can agree on a goal but have different ideas of how to achieve that goal. That is part of human nature, and the differences among us, when heard and considered fully, can improve on any single person's idea of how best to achieve a goal. Hence, in dealing with diverging opinions, I believe the most important skill one can have is to listen and appreciate what is being said by all involved.

In litigation, people differ all the time. That is the essence of litigation. An initial hurdle of differing goals needs to be overcome before common ground can be found and methods to achieve common interests explored. Sometimes people need to go through the process of understanding what is really being said by "the other side" before a conflict can be resolved.

4. "How budget reductions should be made."

Scarcity is an unfortunate reality. Not all goals of all people can always be achieved. When funds run short, the question is what cuts, where, will cause the least harm. Within the general goal of helping all to achieve a quality education, society's need for skilled workforce will sometimes provide the answer of what career programs are most essential. Yet, elimination of any program will come with a price. Deferred maintenance to infrastructure can often result in increased costs once problems arise, yet a well-kept building devoid of educators is of little benefit. I'm afraid I don't have a pat answer to the issue of how to deal with scarcity in any given situation. Were it that easy, judgment would not be essential.

How to distribute additional funding is the happier side of this coin. I suspect that when funds exceed expectations, there will be no shortage of takers, especially in times such as these, when costs are increasing, funds have already been severely cut and programs thinned. Again, however, I see no simple answer.

5. "View of the Board of Trustees in Collective Bargaining."

I believe the Board policies and procedures are set forth in the Government Code and in the District's website. Procedure 2.16.1 seems to indicate the procedure to deal with collective bargaining proposals. As far as what position if any the Board is to take, I would revert to question 2, above. It is a balancing act and I'm afraid I have no set answer.

Governing Board
San Mateo County Community College District
May 20, 2013
Page 3

6. "Capital bond and tax measures."

I am afraid I have no direct experience other than as a voting constituent regarding State and local tax measures. What I have seen in the past few years indicates to me that local governmental entities are better equipped than centralized government to deal with local issues. While basic education may be a right of all, this county has needs that differ from other counties in other geographic regions and therefore I believe local tax measures have a better connection with the community and it stands to reason a better chance of being successful. In listening to the Chancellor on one or more occasions, I understand it may behoove the District to pre-test or survey the voters for support before going to the expense of submitting a parcel tax measure.

My goal in submitting this application is to provide one more option to the District Board to select the best-qualified candidate. If it is determined I am that person, I will serve to my ability and will strive to do a good job. If not, I will continue my work at the Foundation level knowing the Board has done its best to select wisely.

Thank you.

Very truly yours,



Brian Irion

APPLICATION FORM

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NAME: Barbara Noriko Jabba (Nori)

RESIDENCE ADDRESS: 144 Oakdale Street, Redwood City CA 94062

E-MAIL: bnjabba@pacbell.net

PHONE: Home 650-364-1404 Cell 650-207-9180

Please indicate if you are planning to run for the community college Board in November 2013. yes no

Please signify, by signing below, that you are a resident of and registered voter in San Mateo County.

Barbara N Jabba 5/28/2013
Signature and date

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-
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**San Mateo Community College District - Appointment to the Governing Board
Supplemental Information: Barbara Noriko Jabba**

A. Please list any public offices you have held or sought election/appointment to, or community leadership positions held.

Current Positions:

- Member, City of Redwood City Historic Resources Advisory Committee, appointed 7/07, reappointed 11/11.
- Chair, Congress for New Urbanism, California Chapter; elected 12/10; re-elected 2011, 2012. Other positions held: member-at-large, Vice-President. Led the transition from the Northern California Chapter to merge with Southern California and become the California Chapter, effective 1/13.
- Board Member, San Mateo Area Chamber of Commerce: appointed 1/13; member, Public Policy Committee since 2009.
- Member, Notre Dame High School Development Committee: appointed by Chair of the Board of Trustees, January 2013.
- Member, San Mateo County Economic Development Association (SAMCEDA): Land Use, Housing and Transportation Committee – since 2009.
- Member, Redwood City/San Mateo County Chamber of Commerce: Housing and Transportation Committee, Economic Development Committee, and Education Committee; member since 2007.
- Active participant in the Silicon Valley Leadership Group, the Bay Area Council, the Housing Trust of Santa Clara County, the Housing Leadership Council, and the Bay Planning Coalition since 2007.

Prior Positions

- Grinnell College Young Innovator for Social Justice Prize Alumni Nomination Review Committee; appointed 2012.
- California Housing Recovery Task Force of the California Hispanic Chambers of Commerce; appointed 2011.
- Redwood City/San Mateo County Chamber of Commerce Ambassador Committee, Co-Chair; appointed 2009, re-appointed 2010.
- Our Lady of Mount Carmel School Board, appointed 2003-2007.
- Our Lady of Mount Carmel Grant Committee member, appointed 2002-2004, appointed Chair, 2004-2007.
- Peninsula Sunrise Rotary Board, 2008-09.
- Redwood City Mothers' Club Board: member 1997-2003; board member 1999-2001.

Please see attached resume.

**San Mateo Community College District - Appointment to the Governing Board
Supplemental Information: Barbara Noriko Jabba**

- 1. Tell us about yourself. Why are you interested in serving on the San Mateo County Community College board, and what qualities/expertise/attributes will you bring to the Board?**

I have over 25 years of experience, including real estate transactions and asset management, land use, non-profit development, volunteering, and community and public relations. Most recently, I served as Director of Community and Public Affairs for the Redwood City Saltworks development project in Redwood City, California for DMB Pacific Ventures. My role was to understand San Mateo County and Redwood City in particular, listen to the community, serve as a liaison between community and business leaders and the management team, and understand the key issues and needs of the community and the region. My prior work included 9 years at Pacific Gas & Electric Company in San Francisco providing asset management and strategic planning for real estate holdings and facilities, supervising a team of 8 professionals and managing real estate transactions for the northern half of PG&E's service territory.

I have been involved with numerous community and business organizations, volunteered extensively, presented to community groups and organizations, served on various boards, committees and commissions, and have developed strong relationships with key contacts throughout the Bay Area and on the state and on a national level. In 2011, I was awarded Business Woman of the Year by the Redwood City San Mateo Chamber of Commerce and Outstanding Citizen Advocate by the National Hispanic Organization of Real Estate Agents.

My experience with non-profit support stems from several of years serving on the school board and grant committee for a small private school, serving on planning committees for non-profit events, including galas, forums, golf tournaments, and annual fundraisers and auctions, volunteering at non-profit events, and managing a community volunteering program for youth.

I am also an accredited new urbanist through the Congress for the New Urbanism and well versed in the areas of affordable housing, smart growth, and historic preservation planning. I hold Master's degree in Urban and Regional Planning from the George Washington University in Washington, DC with a concentration in historic preservation and B.A. in English from Grinnell College in Grinnell, IA.

I currently sit on Redwood City's Historic Resources Advisory Committee, am Chair of the Board for the Congress for the New Urbanism California Chapter, serve on the board of the San Mateo Area Chamber of Commerce, and am a member of the Development Committee of Notre Dame High School.

I started my firm, BN Jabba Consulting, in 2012 to assist both for-profit and non-profit real estate developers, municipalities, schools, and non-profit service organizations with public and community affairs, land use strategy and non-profit development.

**San Mateo Community College District - Appointment to the Governing Board
Supplemental Information: Barbara Noriko Jabba**

I believe I have a combination of qualities, expertise and attributes that will be of particular benefit to the Board of Trustees for the San Mateo Community College District, including:

Collaboration and relationship-building expertise, including a focus on bargaining unit relationships, elected officials and community leaders, and collaboration with stakeholders regarding controversial and complex community issues.

Board and public official experience – as a board member for a number of organizations and a current public official in the City of Redwood City, I serve actively in my roles and focus on adding value to the organizations I serve. I understand the dynamics of being a public official and am keenly aware of the Brown Act rules, conflict of interest issues and disclosure requirements, and the duty to serve. I have also gained expertise in developing decision-making frameworks, policy, and by-laws.

Land use, panning & entitlements – I can be of significant assistance to the Community College Board with regard to any land development projects and real property asset management on the three campuses. I understand the development process, the challenges, and how to navigate the entitlement and planning world, as well as the political challenges that accompany any proposal for change.

Commitment to education – I have been a dedicated education advocate for the last 10 years in both the private and public school arenas, volunteering in numerous roles, sitting on the education committee, and assisting with local parcel tax measures. Through my consulting business, I developed the 5-year plan for WASC re-accreditation at a Catholic elementary school. The document now serves as WASC's model 5-year plan for private elementary schools. Additionally, in my role for Saltworks, I was responsible for understanding local education issues, including issues and challenges facing community colleges. Through these experiences, I have a good grasp of the challenges and budget issues facing schools, the revenue limit/basic aid structure for funding, the important links between pre-school and elementary education and college readiness, and the importance of the community college system.

Commitment to the District - As a Chancellor's Circle donor for the last several years through DMB Pacific Ventures/Saltworks, I represented the company at the District events and college fundraisers and developed positive relationships with the Presidents of Cañada College (both retired and new President Larry Buckley) and Mike Claire of the College of San Mateo as well as Chancellor Ron Galatolo and Carrie Ridge. I also serve with Mike Claire on the San Mateo Area Chamber Board.

**San Mateo Community College District - Appointment to the Governing Board
Supplemental Information: Barbara Noriko Jabba**

2. **What is your understanding and philosophy about the role of a community college board member? If you have served on an elected or appointed board, please provide examples of your activities that have demonstrated your philosophy and understanding.**

My understanding is that the role of trustees is to develop and guide policy that is in the best interest of the District and set the foundation for leadership within the organization. I see the role of the community college board member as multi-fold:

- Protect the district in regard to funding, core values, excellence in education, and opportunity for all.
- Develop and guide the Core Values, Annual Goals and Vision for the district.
- Hire the best talent to implement the vision, goals and core values.
- Negotiate bargaining unit agreements that are reasonable and in the best interest of the district as a whole.
- Make the tough choices regarding fiscal responsibility and ensure that the district is fiscally stable and positioned for the future.
- Listen to stakeholders and incorporate their views and interests where practical, feasible, sustainable, and in the best interest of the District as a whole.
- Lead the district into the 21st Century with respect to sustainability and energy efficiency and implementation of AB 32 and SB375.

I have served on several boards and commissions over the years and have served the City of Redwood City for the last 6 years as a commissioner on the Historic Resources Advisory Committee. Through that experience, I found that often commissioners are faced with making decisions that they are not comfortable with or that they know are right but can't articulate the reasons definitively other than through their wisdom and experience. To protect the city, the commissioners, and help educate the public, I am currently spearheading development of our commission's **framework for decision-making**, to be completed in July 2013. The framework essentially culls together guidelines and standards at the local, state and federal level that we use, as well as precedents we have set and common knowledge through our experience as preservation experts, while leaving enough flexibility for unique characteristics of each situation. I have found that having a clear framework to guide us as decision-makers is a critical to forming and justifying our decisions and protecting the organization, especially if our decisions are challenged.

Another important aspect I have learned, both in my role as a public official and as chair of a statewide nonprofit, is that **the record needs to be accurate and clear**, especially if decisions are challenged. As a board member of the Community College District of San Mateo County, I will work diligently to ensure that the record accurately reflects the process used to make decisions and the factors that influence each decision.

**San Mateo Community College District - Appointment to the Governing Board
Supplemental Information: Barbara Noriko Jabba**

Additionally, it is critical for all board members to participate, discover and determine how best they can contribute and to do so. Too often, people accept positions on boards and committees but do not contribute. **Step up or step down** is my philosophy. I have been in the position of having to request that members step down and have worked to create bylaws that clarify the roles and responsibilities of board members in my role as the Chair of CNU California. If appointed to the Community College District Board I will do what is necessary to fulfill my obligations for the position and put in the time needed to do the job effectively.

3. How do you work with people of divergent opinions when problem-solving complicated and potentially controversial issues? Please provide examples of your experiences.

It is essential for all stakeholders to not just have an **opportunity to be heard**, but to really feel that they are being listened to. To achieve this they need 1) opportunity to be heard, and often more than once or through more than one method of communication, 2) feedback on their issue(s) so that they know they have been heard, 3) a true attempt, on the part of the board, at collaboration and compromise when both parties are willing to compromise and find common ground, and 4) clear and concise reasoning behind the final decision, including references to policies, guidelines, and standards, so that stakeholders know how and why their issue was or was not addressed. **Developing a positive relationship with stakeholders is the key to respect, collaboration, compromise and understanding.**

The best examples of my experiences with these issues include a project I led at PG&E as well as experiences at the City of Redwood City and with the Saltworks project.

a) PG&E: helping to bring the California Independent System Operator to fruition in the late 1990s. While at PG&E, the Federal Energy Regulatory Commission (FERC) mandated that the State of California institute an Independent System Operator (ISO) to manage wholesale electricity transmission for all California electric utility providers. The three major utilities, Pacific Gas & Electric, San Diego Gas & Electric and Southern California Edison, had to work together to achieve this mandate within 18 months. With a complex and lengthy internal approval process, a lengthy regulatory process, the substantial tenant improvement and technical requirements for the facility, and a large team from three different corporations, the task was daunting. As the real estate team lead for PG&E, I motivated my team to come up with a realistic solution, recommended that PG&E take the lead and site the ISO in PG&E's territory, and take the entire financial risk up front since no other utility was stepping forward and we were running out of time. If we did not have the ISO operational by the deadline, each of the three major utilities (PG&E, San Diego Gas & Electric and Southern California Edison) would be charged exorbitant penalty fees. After several meetings, PG&E senior management agreed. My team developed a solution in a very short period of time, and I obtained approval from the other utilities and the California Public Utilities Commission. We then found the

**San Mateo Community College District - Appointment to the Governing Board
Supplemental Information: Barbara Noriko Jabba**

appropriate 500,000 square foot facility, and, with the legal team and through a series of negotiations, we were able to successfully commandeer the site already leased by a major corporation in Folsom, CA without invoking eminent domain. We acquired the site, worked with the other utilities to split the costs, carried out tenant improvements, and began operations by the deadline. The ISO is still located in this facility and has nearly doubled in size.

This example demonstrates my ability to overcome barriers, collaborate effectively with multiple stakeholders, take risks when necessary, and negotiate a successful deal under extreme pressure and with high stakes for the corporation, ratepayers and shareholders.

b) City of Redwood City: As a commissioner for the City of Redwood City, our committee was assigned to revise the historic preservation sections in the Downtown Precise Plan in response to a lawsuit filed against the City relating to treatment of historic resources. The process had been delayed several years and it was up to our committee to help lead the City to a successful outcome. We had approximately 10 special meetings over a three-month period, with opposing council present for each one, and had to devise solutions that were in the best interest of the committee and city as well as the preservation community, the City's vision for downtown, and the opposition. Due in large part to my leadership, particularly on specific issues relating to additions to historic resources, we were able to come to agreement on treatment of historic resources, successfully communicate to the city that our recommendations were in the best interest of the preservation community as well as the city, complete the Downtown Precise Plan, and avoid an additional law suit and appeal of the approved plan. The plan is now in effect and downtown Redwood City is experiencing substantial growth and development. Our nationwide precedent-setting treatment of additions is now being carried out in a proposed project and we have invited the developer to an upcoming meeting to give us feedback on the benefits and disadvantages relating to the standards we imposed. Other cities are now looking to us as a successful example of how to treat additions to historic buildings in downtowns.

This example demonstrates my understanding of differing stakeholder views and how I am able to work collaboratively, understand stakeholder issues, find common ground that meets the needs of all parties, and set precedents when necessary.

c) Saltworks - as Director of Community and Public Affairs for the Saltworks project, my job was to listen to the community, understand the local issues and serve as a conduit between the community and the developer. Each day for the nearly six years I held the job was spent building relationships, often with opponents. My approach for every collaborative discussion or negotiation was as follows: whenever possible, create a neutral setting in which to hold the discussion; listen and acknowledge; so often people really just want to be heard; always show respect for every opinion; focus on the big picture, finding common ground, and opportunities for compromise; know when to respectfully disagree; always take the high road; and, always leave the door open for further communication.

**San Mateo Community College District - Appointment to the Governing Board
Supplemental Information: Barbara Noriko Jabba**

- 4. What is your approach to how budget reductions should be made when required? Also, what is your philosophy about how to distribute additional funding when available?**

As a Trustee, my approach to budget reductions will be to overlay the Core Values, Mission Statement, and Annual Goals and to thoroughly review the policies set for in the document, *"Budgeting in the San Mateo Community College District"* in determining both reductions and distribution of additional funding. One of the key elements of the Core Values is to make decisions in the best interests of the District as a whole. Listening to stakeholders, including other Trustees, administrators, faculty, staff, students, and members of the public and as understanding the allocation formulas currently in place are essential in ensuring that decisions related to the budget reflect the needs of the college district as a whole. It will take time to get up to speed on budget details and priorities for a nearly \$120m budget and I intend to devote the time required to execute my duties effectively. Budget issues are never easy and as a Trustee, I must be prepared to deal with conflict and the fact that we cannot please everyone.

- 5. What is your view of the role of the Board of Trustees in the collective bargaining process?**

My understanding is that there are three collective bargaining organizations representing faculty and staff within the district: the California School Employees Association (CSEA), The American Federation of State, County, and Municipal Employees (AFSCME), and Local 829. According to Board Policy No. 2.15, the board "shall enter into negotiations with the exclusive representative as provided by State law and, if agreement, is reached, the Board shall execute a written document incorporating any such agreements which shall become binding on both parties to the agreement." Therefore, it is essential that the board members fully understand the issues presented by the bargaining units and ensure that the negotiations are a) reasonable, b) in the best interest of the district as a whole and fit within the framework of the Annual Goals, Vision and Core Values, and, 3) are financially sustainable.

In my positions for both DMB Pacific Ventures/Saltworks and PG&E, I developed positive relationships with union members and leaders through the San Mateo County Central Labor Council, trade unions, including IBEW, as well as the Engineers and Scientists of California. At PG&E, the relationships I built helped our management team meet its annual goals, as we had to work collaboratively with union personnel. Understanding their contracts and labor issues and maintaining positive relationships were critical factors in getting the required work done and in a timely manner. Through my work at DMB Pacific Ventures/Saltworks, I developed positive relationships with union leaders and members, supporting union events and fundraisers and volunteered for phone banking. I continue to hold good relationships with local labor leaders.

**San Mateo Community College District - Appointment to the Governing Board
Supplemental Information: Barbara Noriko Jabba**

6. **One of the Board's roles is to determine whether the District should place capital bond or parcel tax measures before the public for a vote. What is your experience and philosophy regarding State and local tax measures? How would you determine when to go to the voters for additional tax revenues?**

State and local tax measures are a blessing and a curse. The costs the organization must incur to achieve the required votes can be exorbitant. On the other hand, bond or parcel tax measures can help the District achieve its goals and vision. For parcel tax measures, attaining a two-thirds super-majority vote can be daunting, particularly if it is county-wide. I, personally, do not believe in the super-majority vote as I believe it gives the minority power over the majority and that seems counter-intuitive. I watched and was involved with first-hand the efforts of the local Redwood City School District fail at the parcel tax multiple times until last year when Measure W finally passed. Based on that experience, I would be extremely cautious before recommending that the District enter into a two-thirds super-majority parcel tax measure and would require polling as well as a thorough study before making a decision. Bond measures are easier to pass but still require a 55% super-majority vote. With the defeat of Measure H in 2011 with only 53.1%, the District was ridiculously close in achieving success. With the economy improving, it may well be worth another try. Furthermore, in 2011 there were four other parcel tax/bond measures on the ballot. Finding the right balance of voter turnout, the economy, other measures on the ballot and having enough volunteers and supporters is the key to success. I would recommend reviewing the bond measure issue again as the economy continues to improve.

Barbara Noriko Jabba

Development | Public Affairs | Corporate & Community Relations
144 Oakdale Street | Redwood City CA 94062
650-207-9180 cell | bnjabba@pacbell.net



Objective

A position that combines my business expertise and ability to build relationships in an organization that is dedicated to growth and serving others through innovation, creativity, integrity, hard work, and quality.

Skills & Expertise

Contract Management	Negotiation, preparation, and implementation of contracts, non-disclosure agreements, MOUs, master agreements, scopes of work
Corporate & Community Relations	Management of corporate relations, giving, community outreach and volunteerism; representation at events.
Corporate Real Estate	Expertise in all aspects of sales, leases, acquisitions, and donations of real property, including regulatory approvals
Event Management	Budgeting, contracts, team and vendor management, sponsorships, booth management, and all aspects of event production for social gatherings, seminars, forums, banquets, workshops, small conferences
Land Use Planning and Development	Strategic planning for land use planning and entitlements; expertise in affordable housing, smart growth and sustainability, transit-oriented development, new urbanism, historic preservation
Leadership and Management	Team leadership, project management, presentations, supervising direct reports, candidate interviews and selection, budget preparation and reporting, corporate giving
Marketing and Communications	Strategy and design of collateral for targeted audiences and mass communications
Non-Profit Development	Fundraising, annual campaigns, sponsorship and donor management, grant writing, event planning, volunteering, volunteer management
Public Affairs & Campaigns	Strategic planning, team building, outreach, fundraising
Public Speaking	Speeches, public testimony, expert witness testimony, hearings, presentations, meeting facilitation
Relationship-Building	Expertise in building relationships, collaboration and negotiation; extensive network of contacts in the Bay Area, including grass roots organizations, non-profits, community, civic, and business leaders, real estate development professionals, organized labor leaders, media representatives, and public officials
Technology Skills	Excel, Word, Power Point, eTapestry, mail merge, and social networking tools
Writing	All aspects of business and non-profit writing, including internal and external communications, reports, presentations, contracts, regulatory documents, marketing collateral, paid and earned media, speeches, and biographies

Experience

BN Jabba Consulting, Redwood City, CA, July 2012 to present: provide land use, marketing, communications, real estate, economic development, non-profit development, and community and public affairs consulting to a variety of public and private sector clients.

DMB Pacific Ventures, Redwood City, CA: Director of Community and Public Affairs, 2006 to June 2012: managed community and public affairs for the Redwood City Saltworks project, a 1,400-acre mixed-use development proposal in Redwood City, California. Developed strategic relationships with local, regional, state and national stakeholders, business and community leaders and organizations as well as public officials. Managed communications, outreach strategy, events, and corporate giving.

Community Volunteer, 2000 to 2006: served on school board, grant committee, and a variety of volunteer positions for a private school and community organizations while raising three children.

Pacific Gas and Electric Company, San Francisco, CA: Senior Real Estate Portfolio Manager, 1991 to 2000: managed team of eight real estate portfolio managers and contractors. Responsible for strategic planning and all real property sales, donations, leases, and acquisitions of real property for the northern half of PG&E's service territory. Team averaged \$20 million per year in property sales and several hundred thousand square feet in leases. Also conducted land development forecasts and served as legal strategist and expert witness for land use cases. Other positions held include Acting Director, Senior Business Planner, and Planning Analyst.

Additional Experience: National Park Service, National Register of Historic Places, Washington, DC: Consulting Historic Preservation Planner, 1990-1991 • AEPA Architects Engineers, Washington, DC: Construction Administration Assistant, 1988-1989 • Planning Department, City of Mountain View, CA: Planning Intern, 1989 • Design + Planning AECOM (formerly EDAA Design and Planning), London, England: Assistant Planner, 1986-1988 • ASK Computers, Sunnyvale, CA, Intern, 1983

Education and Qualifications

Master of Urban and Regional Planning: George Washington University, Washington, DC, 1991

B.A. in English: Grinnell College, Grinnell, IA, 1986

Other Qualifications: CNU-A New Urbanist accreditation from the Congress for the New Urbanism through the University of Miami, School of Architecture, Miami, FL, 2010 • Harvard University Graduate School of Design, Office of Executive Education, Cambridge, MA • Sustainable Master Planning Course, 2010 • Redwood City San Mateo County Chamber of Commerce Leadership program, 2008 • City of Redwood City Partnership Academy for Community Teamwork program, 2008 • Allied Real Estate School, Laguna Hills, CA, Real Estate Broker Program, 1997

Professional Memberships: American Planning Association • California Preservation Foundation • National Trust for Historic Preservation • Congress for New Urbanism • Urban Land Institute

Awards and Community Involvement

Awards and Honors

- 2011 Business Woman of the Year from the Redwood City/San Mateo County Chamber of Commerce
- 2011 Distinguished Community Advocate from the National Hispanic Organization of Real Estate Associates
- 2009 Person of the Year (group award) from the Redwood City/San Mateo County Chamber of Commerce
- 2008 Ambassador of the Year from the Redwood City/San Mateo County Chamber of Commerce.

Current Positions

- Member, Redwood City Historic Resources Advisory Committee
- Chair, Congress for New Urbanism, California Chapter
- Board Member, San Mateo Area Chamber of Commerce since 2013; member, Public Policy Committee
- Member, Notre Dame High School Development Committee
- Member, San Mateo County Economic Development Association (SAMCEDA): Land Use, Housing and Transportation Committee
- Member, Redwood City/San Mateo County Chamber of Commerce: Housing and Transportation Committee, Economic Development Committee, and Education Committee
- Active participant in the Silicon Valley Leadership Group, the Bay Area Council, the Housing Trust of Santa Clara County, the Housing Leadership Council, and the Bay Planning Coalition

Prior Positions

- Grinnell College Young Innovator for Social Justice Prize Alumni Nomination Review Committee
- California Housing Recovery Task Force of the California Hispanic Chambers of Commerce
- Redwood City/San Mateo County Chamber of Commerce Ambassador Committee, Chair
- Our Lady of Mount Carmel School Board and Grant Committee, Chair
- Peninsula Sunrise Rotary Board
- Redwood City Mothers' Club Board

Community Volunteering Highlights

- Delivering the keynote speech on mentoring for Girls' Day at the Boys and Girls Clubs of the Peninsula
- Coordinating student volunteering activities for youth
- Serving as a troop leader and assistant troop leader for Girl Scouts
- Assisting for several years with the annual Police Activities League and Firefighters' Toy Drive
- Providing support and guidance to developmentally disabled adults at Kainos Home and Training Center and helping with events
- Preparing and serving meals at St. Vincent de Paul's Homeless Help Center

APPLICATION FORM

APPOINTMENT TO THE GOVERNING BOARD SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT

APPLICATION DUE BY 5 p.m. ON MAY 28, 2013. It may be submitted in person at the District Office (3401 CSM Drive, San Mateo) or by email to brooksv@smccd.edu. Please note that this appointment will be effective until candidates elected on November 5, 2013 take office in early December. The appointed candidate may run for election at that time. Please note that all applications are public documents.

NAME: Victor V. James

RESIDENCE ADDRESS: 1469 Bellevue Ave.#807,Burlingame CA 94010

E-MAIL: victorstar@sbcglobal.net

PHONE: 650-685-7827

Please indicate if you are planning to run for the community college Board in November 2013. yes no

Please signify, by signing below, that you are a resident of and registered voter in San Mateo County.



Signature and date

5/29/13

On a separate page, please list any public offices you have held or sought election/appointment to, or community leadership positions held. Also, please answer in writing the following six questions. You are also welcome to submit a resume/CV separately if you wish.

1. Tell us about yourself. Why are you interested in serving on the San Mateo County Community College Board, and what qualities/expertise/attributes will you bring to the Board?
2. What is your understanding and philosophy about the role of a community college board member? If you have served on an elected or appointed board, please provide examples of your activities that have demonstrated your philosophy and understanding.
3. How do you work with people of divergent opinions when problem-solving complicated and potentially controversial issues? Please provide examples of your experiences.

4. What is your approach to how budget reductions should be made when required? Also, what is your philosophy about how to distribute additional funding when available?
5. What is your view of the role of the Board of Trustees in the collective bargaining process?
6. One of the Board's roles is to determine whether the District should place capital bond or parcel tax measures before the public for a vote. What is your experience and philosophy regarding State and local tax measures? How would you determine when to go to the voters for additional tax revenues?

All candidates who complete this form and submit it prior to the deadline should be available to appear in person at a College Board meeting on the evening of **Wednesday June 5, 2013** at the District Office Board Room. Please also keep open **Wednesday evening, June 12** for an additional meeting if necessary. If you are selected for an interview, you will be contacted and given the exact day and time of the interview as well as additional information about the format of the interview.

Victor V. James, Ph. D.
1469 Bellevue Avenue, Unit 807
Burlingame, CA 94010
650-685-7827
650685-7829
victorstar@sbcglobal.net

5-28-13

San Mateo County Community College District
C/O The Honorable Members of the San Mateo
County Community College District Board of Trustees
3401 Csm Dr,
San Mateo, CA 94402

Dear Members of the Board of Trustees:

Attached herewith is my statement in application form for your consideration to appointment me as a member of the Board of Trustees of San Mateo County Community College District.

Sincerely;

Victor V. James

Victor V. James, Ph. D.
1469 Bellevue Avenue, Unit 807
Burlingame, CA 94010
650-685-7827
650685-7829
victorstar@sbcglobal.net

My name is Victor James. It would be a distinct honor and a high personal privilege to serve on the San Mateo County Community College District. I have lived in San Mateo County for more than thirty years. I hold a Ph. D. in Public Law and Political Science from the University of California- Berkeley.

The community college system has been a part of my life, beginning as a student at City College of San Francisco and as a Professor in the Peralta College District. I served as a President Fellow in the Office of Personnel Management in Washington, DC, during the tenure of President Jimmy Carter. In addition, I served in the capacities of Assistant to the City Manager of Berkeley, Assistant Dean of Students, University of California-Berkeley, Chief Administrative Officer, County of San Mateo, President & CEO-Houston Area Urban League, and Chair, Traffic Safety and Parking Commission-City of Burlingame, CA. Since 1994, I have had my own Investment Advisory Business in San Mateo, CA-Phoenix Portfolio Management Service.

When I received my Ph. D., I was offered faculty position at UC Davis, where I was teaching political science, Oberlin College, Columbia and Yale Universities. I did not accept the offers and applied for a teaching position in the Peralta College District, because I believed that I could make the greatest contribution in the community college system because it is the bedrock of our democracy, an informed literate citizenry. As a member of the San Mateo County Community College District Board of Trustees, I believe that I can provide a broader and greater service at the policy level to the citizens of San Mateo County "Community College District.

My philosophy and understanding of the role of the Board of Trustees are that the members work together collegially; that members are responsive to the citizens; members not only work collegially together but with board committees, staff-Chancellors and his/her management team (college Presidents, Vice-Presidents et. al) in the formulation and implementation of policy; employ, promote and terminate staff, develop annual budgets; represent the District on ceremony occasions and before federal, state and other governmental and non-governmental agencies and institutions

In providing effective leadership to address divergent opinions when solving complicated and Potential controversial issue, I believe in listening and learning and then providing leadership. For examples, first, I show enormous respect for each issue, use each to develop discussion group or committee, hold public hearing by placing it on the agenda or a subcommittee, give praise, encourage participation in packaging the arguments which may evolved to formal policy

My approach to budget reduction when required, and my philosophy toward distribution of additional funding when available are to work closely and collegially with the Board's budget &

finance committees, the Chancellor's management team- college presidents, vice-presidents, Deans and the faculty and faculty senate committees.

My philosophy regarding the distribution of additional funds when available is rooted in the premise that the college is driven by the values, beliefs and priorities of the communities it serves. Therefore, the academic and non-academic programs are the representation of those values, beliefs and priorities; and, accordingly, any distribution should be done consistent within those parameters

My view of the role of the Board of Trustees, in the collective bargaining process, is to again listen and learn, working closely and collegially with Board members, Board Committees, the Chancellor, the Chancellor's management team, faculty and faculty senate.

My experience and philosophy regarding state and local tax measure was in my capacity as Chief Administrative Officer, working with the Honorable Willie Brown, then Assembly Speaker, California State legislature, the San Mateo County Board of Supervisor and East Palo Alto Municipal Council to determine the tax base for the new to be incorporated City of East Palo Alto, CA

How would you determine when to go to the voters for additional tax revenues? Generally, after a thorough review -100% audit, staff analysis, budget hearing, public hearing- district by district and et. al.

APPLICATION FORM

APPOINTMENT TO THE GOVERNING BOARD SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT

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NAME: Genevieve V. Jopanda

RESIDENCE ADDRESS: 955 Wyandotte Ave. Daly City, CA 94014

E-MAIL: gvj.cadem@gmail.com

PHONE: 415.913.0217

Please indicate if you are planning to run for the community college Board in November 2013. yes no

Please signify, by signing below, that you are a resident of and registered voter in San Mateo County.

Signature and date



5/28/13

On a separate page, please list any public offices you have held or sought election/appointment to, or community leadership positions held. Also, please answer in writing the following six questions. You are also welcome to submit a resume/CV separately if you wish.

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3. How do you work with people of divergent opinions when problem-solving complicated and potentially controversial issues? Please provide examples of your experiences.

4. What is your approach to how budget reductions should be made when required? Also, what is your philosophy about how to distribute additional funding when available?
5. What is your view of the role of the Board of Trustees in the collective bargaining process?
6. One of the Board's roles is to determine whether the District should place capital bond or parcel tax measures before the public for a vote. What is your experience and philosophy regarding State and local tax measures? How would you determine when to go to the voters for additional tax revenues?

All candidates who complete this form and submit it prior to the deadline should be available to appear in person at a College Board meeting on the evening of **Wednesday June 5, 2013** at the District Office Board Room. Please also keep open **Wednesday evening, June 12** for an additional meeting if necessary. If you are selected for an interview, you will be contacted and given the exact day and time of the interview as well as additional information about the format of the interview.

Hello,

This letter is to express my interest in the San Mateo County Community College Board appointment. I believe that my strong background in operations management, business scalability, and community advocacy will contribute to the goals and objectives of the San Mateo County Community College District.

Key areas of my experience that have prepared me for this position include:

- 18+ years of community advocacy in the AAPI community
- Over 14 years of leadership development and business operations experience
- Experience in scale growth in competitive markets
- Proven success in revenue driven strategies towards profitability and growth
- Proven success in relationship building in high profile community, corporate, and government networks
- Commitment to highest level of professionalism and work ethic
- Independent, self-motivated, friendly with consistent follow through

The San Mateo County Community College Board position is very appealing to me. I am enthusiastic and passionate about an opportunity to enhance my skills and to serve the community.

Thank you for your consideration. I look forward to your response in discussing my qualifications for this position.

Please find attached application for San Mateo County Community College Board Appointment. Kindly confirm receipt of this application.

Sincerely,

Genevieve V. Jopanda
gvj.cadem@gmail.com
(415) 913-0217

Genevieve V. Jopanda
955 Wyandotte Ave.
Daly City, CA 94014

Application for Appointment to the Governing Board, San Mateo County Community College District

1. Tell us about yourself. Why are you interested in serving on the San Mateo County Community College Board, and what qualities/ expertise/ attributes will you bring to the Board?

I'm the middle of 5 children of an immigrant family. Each of my siblings and including myself has benefited from the Community College programs in the Bay Area. Community Colleges were there for me when my classes were full at SF State. Community Colleges were there for me in the summer so I didn't have to commute across the bay to my University. Community Colleges were there for me to get me to where I needed to be to transfer to a public University from a Private University when my credits didn't transfer.

Community Colleges are the foundation of the community, especially those that are densely populated by middle class families. It's the key to higher education to families who can't afford Universities and the key to keeping the community employable by giving them access to classes and programs that maintain their skills in a competitive job market.

San Mateo County's population is made up of upwards of 30% Asian and Pacific Islander residents and where many come from immigrant families, it's important that resources are made available to them. I am interested in serving on the San Mateo County Community College Board because I want to ensure that these services that were made available to me and my family are still and will be available for future generations. I also want to ensure that hard to reach populations are educated about resources that are made available to them so they can improve their education and skills and become employable and be a key contributor in helping San Mateo County thrive.

I have over 12 years of experience in business operations. Many of the years I managed multimillion dollar budgets and managed teams of employees. Because of my business background, I maintain a very objective approach in decision making. My business experience has also included having to make unpleasant decisions including those related to downsizing and merger/ acquisition leading to laying off employees and sometimes friends. When I accept a position in an organization, I accept the responsibility and accountability to ensure the sustainability and growth of the organization.

2. What is your understanding and philosophy about the role of a community college board member? If you have served on an elected or appointed board, please provide examples of your activities that have demonstrated your philosophy and understanding.

I believe that the role of a community college board member is to approve and adhere to the organization's mission, goals, and objectives as well as make legal and fiduciary decisions and serve as an advising body for the Chancellor. I also believe that the Governing Board ensure the advocacy of its constituents in the County and represents the needs of its community.

I've served on many board before, local and national, but my most recent experience can relate to the role of the San Mateo County Community College Board roles and responsibilities.

Currently as Executive Director of SF Hep B Free, I report to the Governance Council. Their role is to support and advise me to further the organizations goals and mission and my role is to ensure that these goals are met operationally. As Executive Director, I activate the Governance Council around ideas and issues around objectives which has included decisions around legal issues where I initiated and worked with the Governance Council to issue a cease and desist letter within 24hours to another organization who replicated one of our ad campaigns. It is important to have the ability to organize and rally especially around time sensitive issues to maintain the branding and stability of the organization.

I also serve on the Daly City Recreation commission where I've participated in decision making that affected program accessibility and cost including implementing a cost system for the Daly City Dolphin swim team in occupying the new Daly City Giammona pool where previous contract with Daly City Dolphins was not strictly enforced.

3. How do you work with people of divergent opinions when problem-solving complicated and potentially controversial issues? Please provide examples of your experiences.

I believe the best way to approach problem solving and especially in complicated and potentially controversial issues is to keep to the issue at hand and stay objective. In problem solving, ensuring that your decisions are based objectively to serve the mission of the organization and the core values of the governing board.

Recently, I had to intervene between two of my Governance Council members for work. One Council member wanted to focus more on National efforts and visibility and another wanted to focus on just local efforts and not lend a hand to those across the country who want to replicate our work. I simply stated the mission of our organization which is to focus on San Francisco, and make it sustainable and strong so that it will be easier for other cities to replicate based on our model, however to not turn the cheek when asked for help as new replication sites grow.

4. What is your approach to how budget reductions should be made when required? Also what is your philosophy about how to distribute additional funding when available?

In approaching budget reductions, I like to look at what programs yield the return on investment. I want to look at what programs are effective and enhancing the productivity of the organization. If a program doesn't yield productivity or even visibility for the organization, then the idea of maintaining it should be revisited. Any budget reductions should also be thought out carefully taken into consideration who and what the cuts will affect.

I also like to think creatively in budget reductions by reducing cost. Leveraging relationships is so important in negotiating and especially with vendors. In my tenure at Zipcar, I was able to reduce our costs by 15% because of the relationships I've built with our service providers. They trusted the work that we provided and the business we referred to them and that the long term relationship was worth more than the few dollars cut to their bottom line.

5. What is your view of the role of the Board of Trustees in the collective bargaining process?

Since the board's role involves making fiduciary and legal decisions, I believe that the Board of Trustees should have an active role in collective bargaining. To ensure the sustainability and the vitality of the community colleges, I believe that staff and employees have the right to fair wage. However, the board also has the fiduciary responsibility to make decisions to ensure that the community colleges operate within their means. In any kind of negotiating/ bargaining, it is important to review all information provided, keeping an open mind, and to make sure that both sides are negotiating in good faith.

- 6. One of the Board's roles is to determine whether the District should place capital bond or parcel tax measures before the public for a vote. What is your experience and philosophy regarding State and local tax measures? How would you determine when to go to the voters for additional tax revenues?**

I believe that as a member of the Board, you should be realistic about the financial climate at the District and State level. With a District as large as San Mateo County, the budget should be reviewed frequently and be transparent to maintain financial stability. Keeping the current climate at the State level in mind, it shouldn't be a surprise should the District have to look to the community to make up for losses in funding from previous resources.

As mentioned earlier in my application, the Community Colleges are the foundation to the middle class community and I also believe that the community should also take responsibility if they have the opportunity to in sustaining these resources.

My experience in organizing and garnering support for local tax measures is with Measure A in the city of Palo Alto in 2008 and Measure E and Measure I in Daly City in 2012. I helped educated families on the measures and registered people to vote in both cities leading to the victories of all three measures.

Genevieve V. Jopanda

955 Wyandotte Ave. • Daly City, CA 94014 • Mobile: 415-913-0217
gvj.cadem@gmail.com

Summary

A recognized community advocate with over 12 years of Professional Operations Management experience. Proven success motivating multiple groups to achieve organization and community objectives. Known for high energy, flexibility in working with diverse audiences, and an upbeat approach.

- Organizational Leadership
- Cultural & Social Awareness
- Brand Marketing
- Communications/ P.R. Savvy
- Building Positive Cultures
- Executive Interface
- Business Development
- Improving Team Performance
- Creative Solution Driver

Professional Experience

SAN FRANCISCO HEP B FREE CAMPAIGN, SAN FRANCISCO, CA

June 2012 - Current

District Representative, Communications Coordinator

Provide leadership toward the achievement of the SFHBF's mission, strategy, and its annual goals and objectives. In addition to serving as a public advocate, and be visibly involved with citywide and community issues relevant to SFHBF's mission. Reported directly to SF Hep B Free Governance Council.

- Provide leadership and guidance towards SF Hep B Free activities including evaluation, marketing, community education, provider education, and fundraising.
- Maintain tracking and reporting system for contributions and activities of partners including screening data and surveillance.
- Enhance community cultural awareness and sensitivity around Hep B education.
- Launched "There Are No Ifs" ad campaign targeting hard to reach immigrant limited English proficient communities.
- Secured funding from Center for Disease Control & Prevention for largest and most aggressive Hep B testing project in the country to yield 4k Hep B tests for grant period of September 2012-September 2013.

CALIFORNIA STATE ASSEMBLY, 12TH DISTRICT, SAN FRANCISCO, CA

December 2010 - Current

District Representative, Communications Coordinator

Responsible for all overall District communications including print, online, social media, and public relations. Coordinate all special events and turn out. Policy concentration on Domestic Violence, Arts & Entertainment, Transportation, Small Business, Consumer Protection, & Immigration. Liaison to North San Mateo County and API Community. Reported directly to District Director.

- Direct the planning and execution of all media interviews and press conferences including programming, press release, and media outreach.
- Serve as staff mentor to District Office interns including 125 active interns over the summer of 2011.
- Launched District voter education and registration pilot program with Jefferson Elementary School District.
- Overlook programming and outreach for policy related hearings including Filipino WWII Veteran's Equity and Teen Dating Violence.

PALO ALTO CHAMBER OF COMMERCE, PALO ALTO, CA

February 2009 – December 2010

Events & Program Director

Responsible for the planning and execution of all Chamber of Commerce events. Coordination of all publicity associated with each event including print and electronic media. Analyze event ROI vs. budget goals. Determine and develop event programs for current members. Reported directly to Chief Executive Officer.

- Direct the planning and execution of fundraising and corporate events in Palo Alto with budgets ranging between \$200-\$50,000 and attendance ranging between 10-500 people.
- Launched marketing for all events and programs including working directly with graphic artist to design and produce all marketing materials and with external printers to coordinate the artwork and production of all

Cont.

marketing collateral including media ads, postcards, brochures, and fliers. Design, update, and launch web and e-mail newsletter content.

- Revived Palo Alto Young Professionals networking sub group of Palo Alto Chamber. Appointed Chair, organized committee heads to engage young professionals in the Chamber while developing future business and community leaders.

ZIPCAR, SAN FRANCISCO, CA

2006 – 2008

General Manager

Oversee all aspects of business operations for San Francisco/ Bay Area including fiscal and day-to-day leadership, sales, business development, P&L, and account acquisition/negotiations/management. Provide brand marketing strategy to Regional Marketing Manager. Coached Member Service Manager on member acquisition and retention. Supervised daily operations of office including hiring and expense management. Reported directly to Chief Operating Officer.

- Managed most competitive national car sharing market to 50% revenue growth for monthly revenue of \$1.3M
- Provide brand development and strategy to increase market visibility by developing and implementing grassroots marketing program for neighborhood/ community brand awareness.
- Launched sponsorship programs for organizations such as San Francisco International Film Society, Yelp, Slow Food Nation, SF AIDS Walk, Frameline LGBT Film Festival, and Golden Gate Business Association.
- Managed a team of 4 Managers and 20 employees ensuring Labor Law Compliance. Experienced with merger/ acquisition employee downsizing.
- Decreased operational costs by 15% Y/Y by vendor negotiation, and increase employee productivity.
- Manage, Negotiate, and execute corporate, University, and community partnership agreements including municipalities and large corporations such as City of Emeryville, Google, and University of California, Office of the President.

HERTZ LOCAL EDITION, SANTA CLARA, CA

2002-2006

South Bay City Operations Manager

Provided management leadership to branch managers including marketing, business development, and employee relations. Responsible for South Santa Clara County Region of 7 suburban locations including P&L, client management, and contract negotiations. Reported directly to Northern California Area Operations Manager.

- Led South Bay Region to 8th most profitable market nationwide (221 markets nationally) with annual revenue of over \$12 M. Increased profitability by 121% from 2005-2006
- Utilized client relationship management in attaining high profile accounts such as Beshoff Motors, Pearson Pontiac, and Moore Buick within 30 days of initial contact.
- Facilitated and chaired large high profile marketing events such as Hertz Golf Classic and Hertz VIP Hospitality at San Jose Grand Prix.
- Responsible for launching new Hertz Local Edition locations in 2006 including Downtown San Jose and Morgan Hill, and relocation of San Jose Almaden location for increase location visibility impact.
- Managed a team of 7 managers and 50 employees including Union employees. Worked directly with Union Shop Steward during employee documented performance issues.

Cont.

Customer Service Training Supervisor

Managed and planned training programs for performance improvement initiatives, including knowledge bases and learning interventions. Reported directly to Circulations Manager.

- Designed and implemented individual new hire group training programs. Developed low performer training program including individual coaching, and weekly performance reviews.
- Resolved escalated customer issues by serving as liaison between Better Business Bureau and San Francisco Chronicle Circulation Department to maintain customer retention.

Additional Experience

KAYA GRASSROOTS ORGANIZATION

JULY 2011 – CURRENT

San Francisco, CA- National Co-Chair

- Oversea general organization operations to ensure that KAYA's mission to mobilize the Filipino American community and build partnerships to increase electoral power, advocate policies, and develop leaders to represent the Filipino American community at every level of government is accomplished.
- Coordinate with various non-profit organizations to advocate for similar community needs including APALA, APAP, NaAFFA, NAAAP, and Citizen Hope.

FILIPINO AMERICAN DEMOCRATIC CAUCUS

JUNE 2011 - CURRENT

San Francisco, CA- Northern California Vice Chair

- Overlook Northern California chapter of the Filipino American Democratic Caucus to promote the full participation of Filipino Americans in the California Democratic Party by establishing an effective network of local Filipino American Democratic Clubs and statewide organizations.

FILIPINO AMERICAN ARTS EXPOSITION

MAY 2006 - CURRENT

San Francisco, CA- Pistahan Festival Director

- Responsible for overall operation of festival including production, vendor and sponsor relationship, and marketing strategy.
- Overlook operation budget of \$100K and 200+ volunteers.
- Served as liaison to Yerba Buena Gardens Center for the Arts.

SOULCIETY.ORG

JUNE 2008 - CURRENT

Hayward, CA- Advisor

- Serve as advisor to co-founders to promote their mission by focusing on developing free programs for at risk youth in the Bay Area and internationally by teaching positive alternatives through art.
- Liaison to community and Civic leaders to assist in capturing funding for programs.

FILIPINA WOMEN'S NETWORK

2005 – 2010

San Francisco, CA- Vice President, Special Interest Groups & Programs

- Promote the support and services offered by FWN to Filipino Youth & Community through public education forums, community and corporate outreach, research on Filipina women's issues, leadership and skill-building/career development programs for Filipina women, and influencing popular culture.
- Founding Editor, Editor At Large: Filipina Women's Network V- Diaries, Anti- Violence resource magazine.
- Director: Eve Ensler's V-Day campaign productions of "The Vagina Monologues", "Usaping Puki", "A Memory, A Monologue, A Rant, and A Prayer", and "Words From Prison"

*Cont.***Education**

Business Marketing Major, Chemistry Minor, Dance Minor San Francisco State University, San Francisco, CA	1998-2000
Cell & Molecular Biology Major, Dance Minor Saint Mary's College of California, Moraga, CA Partial Academic Scholarship	1995-1997
San Ramon Valley High School Graduated Magna Cum Laude	1991-1995

Technical Skills

MS Office (Word, Excel, PowerPoint, Outlook), Macromedia Dreamweaver, Adobe Acrobat, Photoshop & Illustrator CS2

APPLICATION FORM

APPOINTMENT TO THE GOVERNING BOARD SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT

APPLICATION DUE BY 5 p.m. ON MAY 28, 2013. It may be submitted in person at the District Office (3401 CSM Drive, San Mateo) or by email to brooksv@smccd.edu. Please note that this appointment will be effective until candidates elected on November 5, 2013 take office in early December. The appointed candidate may run for election at that time. Please note that all applications are public documents.

NAME: Ravi Kapur

RESIDENCE ADDRESS: 131 Cerrito Avenue #5, Redwood City, CA 94061

E-MAIL: majormarket@gmail.com

PHONE: 650.784.3717

Please indicate if you are planning to run for the community college Board in November 2013. yes no

Please signify, by signing below, that you are a resident of and registered voter in San Mateo County.

Ravi Kapur 5/28/13

Signature and date

On a separate page, please list any public offices you have held or sought election/appointment to, or community leadership positions held. Also, please answer in writing the following six questions. You are also welcome to submit a resume/CV separately if you wish.

1. Tell us about yourself. Why are you interested in serving on the San Mateo County Community College Board, and what qualities/expertise/attributes will you bring to the Board?
2. What is your understanding and philosophy about the role of a community college board member? If you have served on an elected or appointed board, please provide examples of your activities that have demonstrated your philosophy and understanding.
3. How do you work with people of divergent opinions when problem-solving complicated and potentially controversial issues? Please provide examples of your experiences.

4. What is your approach to how budget reductions should be made when required? Also, what is your philosophy about how to distribute additional funding when available?
5. What is your view of the role of the Board of Trustees in the collective bargaining process?
6. One of the Board's roles is to determine whether the District should place capital bond or parcel tax measures before the public for a vote. What is your experience and philosophy regarding State and local tax measures? How would you determine when to go to the voters for additional tax revenues?

All candidates who complete this form and submit it prior to the deadline should be available to appear in person at a College Board meeting on the evening of **Wednesday June 5, 2013** at the District Office Board Room. Please also keep open **Wednesday evening, June 12** for an additional meeting if necessary. If you are selected for an interview, you will be contacted and given the exact day and time of the interview as well as additional information about the format of the interview.

APPOINTMENT TO THE GOVERNING BOARD SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT APPLICATION

Ravi Kapur – 650.784.3717 – majormarket@gmail.com - May 28, 2013

Public offices/community leadership positions held:

Asian American Journalists Association, San Francisco Bay Area Chapter

- Elected Board Member (2009 – present)
- Elected Vice President of Broadcast (2010 – present)

1. I'm interested in serving on the San Mateo County Community College Board as a means of giving back to a district that has given so much to my family and I.

After attending Syracuse University, I returned home to the Bay Area with a desire to continue to sharpen my skills. Thus, over the course of a decade, I took a number of classes at Skyline College and the College of San Mateo, enrolling in everything from yoga and basketball to real estate law and Final Cut Pro.

The District, in my view, is an amazing resource; one my family took advantage of as immigrants assimilating to the U.S. from their native India, not to mention my brother and I as native-born Americans.

Today, I own and operate television stations in San Francisco and Chicago and a broadcast television network reaching 30 million Americans, all using skills I honed as an adult attending CSM and Skyline.

I feel uniquely qualified to contribute to the District as a board member for I've been a recent student, built three multi-million dollar businesses from the ground up and can lend my expertise in broadcasting to both KCSM TV and FM, particularly as both operations reach a critical juncture in their respective histories.

I think you will find there is no one more passionate or driven towards maintaining and building upon the great foundation the District already possesses.

2. It is my understanding community college board members must maintain a pragmatic outlook about the ongoing challenges facing our state public education system, while ensuring at all times the mission of the District is fulfilled.

As someone elected as Vice President of Broadcast and Board Member of the Asian American Journalists Association, San Francisco chapter, I'm well aware of the financial, legal and strategic matters board members face and believe I am up for the challenge to serve the District in such a capacity.

From raising in excess of \$50,000 for student scholarships, handling difficult personnel matters and working on long term facilities and sites projects, I believe my previous board experience would serve me well on the District board. Despite difficult financial times, our board has successfully navigated challenges and continues to grow our membership and endowment despite the odds.

3. As a Bay Area native, I've seen first-hand there is no shortage of opinion on a host of issues. With experience as a journalist and entrepreneur, I work through differences of opinion on a daily basis. I am most proud of a very fragile situation I dealt with as a journalist working for KSBW covering the preparation of the 2010 U.S. Open at Pebble Beach.

Upon arrival on the course, I was made aware of potential ADA non-compliance by a Pebble Beach resident and attendee of the Open. No one had yet addressed this critical issue affecting not only this elderly man in a scooter, but women trying to navigate the course with children in strollers, and others using walkers.

Tournament organizers configured the site in such a manner that there were three glaring trouble spots for folks with mobility challenges. Once I was made aware of the situation, I steadfastly contacted the CEO of Pebble Beach Company, who sent their ADA compliance coordinator. Within a matter of hours, we had solved the issue.

But during this process, Pebble's CEO contacted my general manager and the story in question was nearly killed, with my job put at risk. I lobbied my news director to trust my judgment and we were not only rewarded with a successful conclusion, but a Northern California Emmy nomination to boot.

As you can see, I'm not scared of challenges or controversy. I've been a problem solver my entire career.

4. When it comes to budget reductions, I feel an internal approach is best. One must measure every line item to see where efficiencies can be discovered before doing anything that could effect existing infrastructure. I have built my businesses on an extremely limited budget and I find that with due diligence and initiative, almost any financial challenge can be solved. It just takes the will to move away from convention and ask whether things can be done in a different manner.

As for budget surpluses, I'm a big believer in rainy day funds and planning for long-term capital projects. With additional funding, the District could take advantage of the relatively low cost of construction and continue build upon its vast existing infrastructure.

5. With regard to collective bargaining, there's no question the Board of Trustees plays a critical role in maintaining healthy relationships with the folks that make the District what it is. Such dealings can be tenuous, but as long as all the stakeholders are at the table, knowing full well what's at stake and what challenges there may be, this process can be handled deftly with cooperation from all involved.
6. In the past, I've been very supportive of tax measures that will improve the state of affairs for the District, the county and the state, as the infrastructure generated by such measures are vital to improve the lives of area residents. I would be reticent to continue to go to the well continually for tax revenue, but such requests would be supported by me when prudently justified. We would need to take qualitative steps to let neighbors know that additional tax revenue is critical for vital programs to continue, should that be the case.

Thank you for your time and consideration!

APPLICATION FORM

APPOINTMENT TO THE GOVERNING BOARD SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT

APPLICATION DUE BY 5 p.m. ON MAY 28, 2013. It may be submitted in person at the District Office (3401 CSM Drive, San Mateo) or by email to brooksv@smccd.edu. Please note that this appointment will be effective until candidates elected on November 5, 2013 take office in early December. The appointed candidate may run for election at that time. Please note that all applications are public documents.

NAME: William Lock

RESIDENCE ADDRESS: 561 Poplar Ave, S. San Francisco, CA 94080

E-MAIL: horse561@yahoo.com

PHONE: 650-588-6896

Please indicate if you are planning to run for the community college Board in November 2013. yes no

Please signify, by signing below, that you are a resident of and registered voter in San Mateo County.

William Lock

Digitally signed by William Lock
DN: cn=William Lock, o, ou, email=horse561@yahoo.com, c=US
Date: 2013.05.23 14:34:27 -07'00'

Signature and date

On a separate page, please list any public offices you have held or sought election/appointment to, or community leadership positions held. Also, please answer in writing the following six questions. You are also welcome to submit a resume/CV separately if you wish.

1. Tell us about yourself. Why are you interested in serving on the San Mateo County Community College Board, and what qualities/expertise/attributes will you bring to the Board?
2. What is your understanding and philosophy about the role of a community college board member? If you have served on an elected or appointed board, please provide examples of your activities that have demonstrated your philosophy and understanding.
3. How do you work with people of divergent opinions when problem-solving complicated and potentially controversial issues? Please provide examples of your experiences.

William (Bill) Lock
650 588 6896

1. Tell us about yourself. Why are you interested in serving on the San Mateo County Community College Board, and what qualities/expertise/attributes will you bring to the Board?

Hello my name is Bill Lock. I am a resident of South San Francisco and an active community supporter. I am married with three grown children. I have worked for Wells Fargo for 36 years. After many successes, I retired to focus on three priorities: health, family and community.

Upon my retirement, my wife and I set a goal of increasing our physical activity. We now exercise four (4) times a week augmented by walking. We attend exercise classes (aerobics, zumba, pilate and stretching) offered by the city of South San Francisco. We enjoy walking the different neighborhoods of northern San Mateo county (Daly City, Colma, South San Francisco, San Bruno and Millbrae). With a change in our diet, we are happy to announce that material progress has been achieved.

Our three grown children are all residing in Southern California. Keeping in touch is important value for my wife and me. Without a full time work requirement, I am able to devote time to our family. We communicate frequently with our family members. We also spend time on 'dates'.

Community work has always been a part of our lives. During the 36 years at Wells Fargo, I have participated in many community activities. It started in the form of volunteering – organizing Chinese New Year Parade, spending Saturdays at San Francisco Foodbank, attending rebuilding day with Rebuilding Together, assisting with a setup of Thanksgiving meal at Self Help for the Elderly, and serving meals at Kimochi and St. Anthony's. Upon this base, I grew into fundraising. I raised funds for St. Mary's Chinese School, On Lok, Self Help for the Elderly, Notre Dame High School (Belmont), Asian Women Resource Center, and Chinese Newcomers Service Center. I then was honored with several leadership roles. I served on the boards of San Francisco Ed Fund, and Chinese Newcomers Service Center (President).

Beginning this year I have been honored with board membership of Asian Women Resource Center, On Lok, and Rebuilding Together San Francisco. Additionally, I am now serving as Commissioner for South San Francisco Parks and Recreation Department, Citizen Advisor to SamTrans and a volunteer for AARP. .

I am applying for the Board of San Mateo County Community College due to my interests in education. I am a strong believer that education is one key element behind the success and development of our society. It is an essential avenue for all people to realize their potential and become a strong contributor to a vibrant society. I have actively supported education at all levels – colleges, and K to 12 (both public and private).

William (Bill) Lock
650 588 6896

1 continued

I bring strong skills developed over 36 years at Wells Fargo and from various community organizations. My core strengths are in the areas of strategy, finance, operations and real estate. These combined skills will help the community college district become a stronger educational system.

2. What is your understanding and philosophy about the role of a community college board member? If you have served on an elected or appointed board, please provide examples of your activities that have demonstrated your philosophy and understanding.

A board member is strong advocate of education and actively works toward the 12 point board goals. With all my skills and knowledge, I will work towards the achievement:

- a. Maintain and enhance fiscal soundness on a sustainable basis;
- b. Embrace the Core Values;
- c. Work aggressively to secure funding (property taxes);
- d. Care and Protect our environment by adopting environmentally friendly facilities;
- e. Measure and analyze and report student's success;
- f. Complete the community needs assessment – an integral part of incorporating the views and thoughts of the constituency;
- g. Enhance and strengthen faculty and staff retention and development efforts
- h. Ensure achievement of accreditation status
- i. Think and act globally
- j. Pro-actively campaign for pro-educational legislation
- k. Be face/voice of community college within the community by building relationship with all.

The combination of work and community activities has led to a development of understanding and skills which are relevant to this position. Central to all activities is people. I have very good people skills. I communicate and relate well to people of all backgrounds. As Wells Fargo has grown substantially, the teammates within Wells Fargo have increased the diversity of this teammate population. In all of my dealings, I have been rated high as a people person. I am known to be a strong positive listener with high empathy levels. Within my teams, I have developed teammate development and retention efforts wherein, turnover has been less than 5% and have had the highest engagement. Beyond the diverse teammate population of Wells Fargo, I am in constant contact with many different segments of our community. As Commissioner of Parks and Recreation, I pro-actively interact with a broad spectrum of individuals and families within South San Francisco. As Citizen Advisor, I dialogue with bus riders and mass transit proponents of San Francisco and San Mateo County. The nonprofit roles afford an opportunity to interact with volunteers, fundraisers, supporters and constituents of the essential agencies.

William (Bill) Lock
650 588 6896

#2 continued

With Board roles of a number of nonprofit agencies, fiscal sustainability has always been a key objective. Securing funds is an annual responsibility for each Board member. With the economic downturn, cash flow has become more critical than prior periods. I have worked with the Board to adjust our strategic financial and funding plans as an initial step towards fiscal soundness. I drew upon my Wells Fargo experience where I have had responsibility for strategy and finance. Specifically I was responsible for both operating and capital funds enabling the business to meet (exceed) its objective, reduce its operating cost structure, retain our personnel and modify our infrastructure to achieve efficient and green status.

Education has been very close to my heart. Education helped me to be successful. It is enabling the success of my children. While there are many educational successes, there are many issues. Access, quality, costs, leadership and funding are few among many. I learned and worked on the San Francisco Ed Fund. It was an eye opener. My knowledge expanded when my children entered high school and prepared themselves for college. Community college serves as an essential avenue for many Californians to acquire the education as a path to become a strong member of our community. I want to be part of a Board who can help our community by helping our people.

3. How do you work with people of divergent opinions when problem-solving complicated and potentially controversial issues? Please provide examples of your experiences.

I work very well with people of divergent opinions. By engaging different thoughts and assessment, I create an environment which produces the best solution and a unified team. This has been my experience in Wells Fargo and nonprofit agency. Below, two examples are provided.

Wells Fargo has made many acquisitions during the past three decades. First Interstate was a Wells Fargo acquisition in the 1990's. It had a historical position as one of the very few hostile takeovers. The leadership and employees of First Interstate opposed the transaction. They openly voiced their opposition to Wells Fargo. They advised their customers to move their business. There was a lack of trust, discomfort, and open hostility towards Wells Fargo. My complex goal was to create a team – a combination of Wells Fargo and First Interstate teammates and achieve stellar operating and financial goals. The First Interstate team assigned to me was located in Washington, California, Arizona and Texas. I recognized that creating an unified team was only solution. I embarked on a tour of the four states just to meet the people. I listened to their frustrations and concerns. I listened as they vented. I listened to their thoughts. This occurred over multiple sessions. Upon completion, we collectively discussed the goals and objectives, the roles that they will fulfill, the unified role of everyone on the team, the measurements we would establish and the rewards. Slowly, I won the trust of the First Interstate teammates and maintained the trust of the Wells Fargo teammates.

William (Bill) Lock
650 588 6896

#3 continued.

The second transaction was when I served as Board President of Chinese Newcomers Service Center during a time of transition. The Executive Director had announced a desire to leave. The 16 member Board were representative of six different backgrounds; banks, insurance, real estate, community activists, media and legal. The board members were brought together by the goal of social agency – assisting the immigrant population. Having said this, with the announcement of the Executive Director, the Board split into six camps:

- a. Negotiate with Director to stay;
- b. Promote an existing staff member;
- c. Identify a local Executive Director and hire him/her
- d. Immediate start a search
- e. Hire a search firm to conduct a national search
- f. Identify another agency and merge

Each had strong thoughts and voiced themselves well. As Board President, I took the emotion out of the dialogue and set up meetings with all and establish ground rules. First, we listened to each other. Second, I served as a facilitator and secretary. Third, I recorded our discussions and submitted a written document to everyone. Fourth, the decision was decided by a vote (as Board President serving as a facilitator, I would only vote if there is a tie). With these ground rules, we created a unified plan which the Board members had constructed. This was essential way to bring together diversified views and thoughts.

4. What is your approach to how budget reductions should be made when required? Also, what is your philosophy about how to distribute additional funding when available?

Budget reduction is one of the most challenging decisions which a leader will make. A leader must be diligent, careful and empathetic. The decision is not just about the dollar; it is about impact to people – students, faculty, employees, and community. Care and attention to details is a necessary requirement to minimize its impact and stay true to the strategic plan objectives. During my career at Wells Fargo, I have taken a five step process consisting of:

- a. Review, understand and assess the present situation. This must be thorough and comprehensive. It should drive an understanding of the nature and drivers of the revenue/funding shortfall. A complete characterization is derived during this stage. The shortfall must be determined to be structural or temporary, and localized or systemic. Potential solutions differ significantly between these categories of shortfall.

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#4 continued

- b. Review the budget, cost accounting practices, capacity, utilization rate, cost structure (fixed versus variable) at all levels – consolidated, school, division and departmental. Pivot the budget information and segment it into administration, operations, infrastructure (capital), remediation and maintenance.
- c. Align the expenditures (budget dollars) into the strategic plan objectives. This stage will drive each expenditure into the following categories; mission critical, operational base, growth, and ‘nice to have’ and associate a timeline to these spends. Simultaneously a view of timing will be derived: must we spend the money today, tomorrow or at some future date.
- d. Dialogue with appropriate partners (finance professionals, administration, faculty, students and community) about existing and future performance. Rank each
- e. Once the first four steps are completed, a list of options can be derived and ranked according to their respective impact to existing operations, strategic plan and students and faculty. Those options with the lowest impact will be evaluated first to meet the demand to reduce the fiscal budget.

Additional Funding will undergo a similar five step process. At step 5, a listing of investment opportunities would be created. Those with the highest return that fulfills the strategic plan objectives and has lowest implementation risk would be selected for review. Once the list is completed, the additional funding would be characterized as one time or permanent incremental funding. With this on hand, the additional funding will be spent to achieve the best overall return for the community college district and its constituents.

5. What is your view of the role of the Board of Trustees in the collective bargaining process?

Board should establish guidelines and framework for the community college district to negotiate a new agreement. Upon completion of negotiation, the Board should undertake a review to ensure that the guidelines and framework were adhered to.

William (Bill) Lock
650 588 6896

- 6. One of the Board's roles is to determine whether the District should place capital bond or parcel tax measures before the public for a vote. What is your experience and philosophy regarding State and local tax measures? How would you determine when to go to the voters for additional tax revenues?**

Technically speaking, I have no experience regarding state and local tax measures. Having said this, I am an experienced finance manager who has made the determination to seek funding from the office of Chief Financial Officer. While this is different from a capital bond or parcel tax measure, there are some similarities. In both situations, it starts with a compelling business case. Next step is an assessment of the audience (in one case, it would be the CFO and the other the voting public). An element within an audience assessment is time. It is essential to understand that there are different time windows within which the audience will provide their approval. At other times, the audience is not receptive and will deny a request. A third element is packaging. This is the art of presentation. How a business case is presented to the audience is important. The audience needs to be able to digest and understand the request quickly. Quick understanding provides a base for the audience to identify with the business case and support it.

An environmental survey can produce a number of key data points. It should provide an assessment on voting public's mood, recent trends of tax/bond measures, current news affecting educational institutions, and an inventory of upcoming tax/bond measures. The combination of these data points can provide a framework to determine when, how and why a bond/tax measure. One should also be very cognizant of current issues. Seeking voter approval during a climate of voter anxiety can be challenging no matter how compelling the case may be. When there are critical issues (example: the San Francisco Community College's accreditation and financial issues), would increase the odds for denial. Timing is sometimes everything.

As a voting citizen, I have read many State and local tax measures. Some I have voted for and others against. Given the inefficiencies of state and federal governmental agencies, local agencies have had to take control and seek funding directly from their constituency. While not ideal, this is a necessary need to effectively service the community.

Bill Lock
561 Poplar Ave
South San Francisco, CA 94080
650-588-6896
horse561@yahoo.com

Excellent manager skilled in strategy, operations, finance and real estate. Successful executive experienced in leading multiple businesses across altering economic conditions. Common characterization is the formation and development of high performance teams who achieve exceptional results. Held successful stints in:

Retail Banking/Contact Center: Achieved \$67M expense run rate reductions during Wachovia consolidation; Remade finance, accounting and real estate team; Developed a new incentive compensation plan which enabled the business to exceed its annual double digit sales objective; Developed staffing strategies supporting conversion activities; Strengthened workforce and risk management departments and process; Received the highest engagement scores from 2010 to 2012; Reconfigured the physical network

Operations: Repositioned Lockbox/Cash Vault as part of integrated processing stream-enlarging capture window by leveraging technology and shortening processing cycle; Led planning and analysis to consolidate and standardize statements processing; Lowered cost structure of item processing in support of Wholesale Banking's growth needs;

Real Estate: Developed a team with both Wells/FI teammates during a hostile takeover; Successfully completed market evaluation of 1000+ locations exceeding goodwill guidelines; Consolidated lease accounting operations; Upgraded finance and accounting operations of REIT and Mortgage Equity Trust; Strengthen OREO operations in preparations of targeted OCC Examination;

Finance: Successful established cost allocation methodology in support of Norwest/Wells Fargo merger; Improved earnings forecast process- developed understanding of asset/liability management; Established key contacts; Acquired understanding of provision, nonaccrual and ORE accounting;

Employment:

Wells Fargo and Company
1976 to 2012
Senior Vice President and Manager

Awards:

Graduate School of Retail Banking: Winning team of BankSim competition

Center for Creative Leadership: Winning Team

Chinese New Year Parade: Awarded Princess Prize

Chinese Newcomers Service Center: Awarded Princess Award of Charity Ball

Chinese Newcomers Service Center: Elected Board President

Asian Women Resource Center: Giving Back Award

Education:

Golden Gate University

San Francisco, CA

MS Taxation

University of California

Berkeley, CA

BS Business Administration

Graduate School of Retail Banking

Charlotte, Virginia

Stanford Executive Leadership Program

Center for Creative Leadership Program

Community:

2013 South San Francisco Parks and Recreation Commissioner

2013 Asian Women Resource Center Board Member

2013 On Lok Board Member

2013 Rebuilding Together San Francisco Board Member

2013 SamTrans Citizens Advisor

APPLICATION FORM

APPOINTMENT TO THE GOVERNING BOARD SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT

APPLICATION DUE BY 5 p.m. ON May 28th, 2013. It may be submitted in person at the District Office (3401 CSM Drive, San Mateo) or by email to brooksv@smccd.edu. Please note that this appointment will be effective until candidates elected on November 5, 2013 take office in early December. The appointed candidate may run for election at that time. Please note that all applications are public documents.

NAME: Christopher Alan Miller

RESIDENCE ADDRESS:

E-MAIL:

PHONE:

Note: Please do not list my home address and phone number as I work for the San Mateo County Probation Department and I do not want youth or adults on probation to be able to find out where my family and I live and/or be able to contact me at my home.

Thank you
Sincerely,

Chris Miller

Please indicate if you are planning to run for the community college Board in November 2013. yes no. Yes, I am considering running for the community college Board in November but first I must learn more about the election process including what is the cost to running an election campaign and what is the time commitment to being an elected Community College Board member.

Please signify, by signing below, that you are a resident of and registered voter in San Mateo County.

Signature and date

 May 28, 2013

1. Tell us about yourself. Why are you interested in serving on the San Mateo County Community College Board, and what qualities/expertise/attributes will you bring to the Board.

I am seeking the appointment to the Governing Board of San Mateo County Community College District. I am interested in this position because as a life long educator I believe that I bring a diverse set of experiences to the governing board and I want to continue to give back to the community in which I live.

My educational background includes both under-graduate and graduate degrees in the field of education. During my studies I have attended both private and public colleges and universities including a local community college. This blend of educational settings was my initial exposure to the basic needs of various student groups and the teachers that work in each educational setting. I am also a certified instructor by National Curriculum & Training Institute of Real Colors®, a training program that helps people develop and use effective communication skills in a variety of settings with numerous personality types. My strong knowledge of this program has helped me to be an effective communicator with various work groups including as a union representative and the SamCERA Retirement Board.

My previous career in the field education for eighteen years provided me the opportunity to work at various schools, learning the importance of communication, collaboration and budgeting. During those years I also saw the continuous opportunities that youth through young adults and senior citizens had on various community college campuses. My career change eight years ago into the field of probation has provided me with new insights into the continuous value of community colleges to various population groups through out the county. Beyond the traditional college track programs, these insights included seeing the need and value for vocational education opportunities and the continuing education programs for a variety of fields and age groups.

Working a non-traditional work schedule for the probation department, I have had the opportunity to substitute teach at all of the Sequoia Unified High Schools, and the San Mateo County Court and Community schools as well as at Canada College as a Middle College substitute and at the College of San Mateo as a Gateway/Independent Studies substitute. These substitute teaching opportunities have provided me with exposure to the needs of various high schools populations as well as the additional educational opportunities that the community colleges provide to the various communities and student populations.

2. What is your understanding and philosophy about the role of a community college board member? If you have served on an elected or appointed board, please provide examples of your activities that have demonstrated your philosophy and understanding.

I understand the role of a College Board member to be one of providing and reviewing guidelines for the mission and goals of the college district. Within these procedures, the board works to provide organizational and operational direction so that the district is offering the types of programs that the community needs. The College Board also has financial responsibilities including: creating guidelines that effect funding levels of programs, salary schedules and

procedures that relate to contract negotiations. There are numerous other important points, however the one continual theme is that the board has an obligation to ensure that the District and Colleges are managed effectively and fairly with the communities best interest as it only consideration.

I currently serve on the San Mateo County Retirement Board (SamCERA) as an elected alternate board member, this assignment started in the fall of 2012. During the past year since my election to the retirement board I have attended numerous trainings and board meetings. Attending these sessions has allowed me to gain a better understanding of the process of how the board works including sub-committees, the board's decision making process and the fiduciary obligation that the board members have to its benefit members as well as the tax payers of the county.

My primary objective over the past year with the SamCERA Board has been to be an active participant in the board process, understand the operations of the board, the operations of the SamCERA office staff and educating myself in the areas of board processes when it comes to decision making and fiduciary responsibility. While many times I was not a voting member, I always felt a strong obligation to understand the facts and be an objective member of the board during the discussion process. I believe that I will bring this same objective, focused determination to the Governing Board for the San Mateo County Community College District with the mission and goals of the college district being the only guiding factors.

3. How do you work with people of divergent opinions when problem-solving complicated and potentially controversial issues. Please provide examples of your experience.

When working with other people who have differing opinions to my own and/or other people, I try for myself and the group to get a solid understanding of all opinions as well as all the facts around the subject matter. Working in a collaborative manner, this group effort has the potential to create a united effort to solve common problems. This type of effort allows all people to gain a broader understanding of the topic as well as helping people to consider various solutions.

During my time as a union representative I worked on the creation of a new schedule for the juvenile hall. There were many factors involved in this process including days off, minimum staffing levels, the number of over-lapping hours between out going and incoming staff and various forty hour work week schedules. With so many different variables and opinions about what was most important, a small sub-committee of the union board worked to create a schedule that met the needs of the institution and management while still creating a staff friendly schedule. As a member of the sub-committee, I solicited the input of a small group of people that worked the graveyard shift. While this was not my shift and I had no interest one way or another in its out come, I felt that as union members their opinion should be heard and understood just like everyone else's. While this group's interest in a different work schedule was not part of the final new schedule, they as a whole appreciated the request for their input and the willingness to listen to their needs.

4. What is your approach to how budget reductions should be made when required? Also, what is your philosophy about how to distribute additional funding when available?

I would approach the issue of budget reduction from a number of different perspectives. First understanding and supporting the mission and goals of the district and colleges would be part of any budget reduction study. With this supportive focus in mind, there would be an effort to impact the least amount of students, understanding the communities' needs and performing an internal evaluation to understand the effects of program reductions.

I would want to work with the community to gain an understanding of the priorities that they have with respect to the different programs that are potentially retained and/or reduced or eliminated.

This work with the community would address two different yet important points with the people in the district. The first point is understanding the needs that the community has for specific programs over other programs that the district and colleges are offering to the public. This prioritizing would give the board a starting point of their focus when looking to reduce programs. This work with the community would also prove to the public that the district is working with them, listening to their concerns and addressing their needs. The second point to working with the public is to demonstrate to them that there are financial requirements associated with every program and that such programs need economic support to be sustained. Providing information about the various programs economic needs can be a starting point for increased tax revenue.

A second perspective that I would take when considering budget reductions is an internal evaluation. This evaluation would consider what programs generate income, self supporting programs that pay for or come close to paying for themselves. This type of evaluation would also focus on student enrollment numbers and how reductions in certain programs would reduce the districts ability to offer programs in the same or other subject areas. This evaluation should also evaluate outside service providers involvement in the programs that the district is offering and the value and economic support they provide to make such program sustainable.

I would use the same criteria to distribute additional funds. Supporting the mission and goals of the district and colleges, working with the community to meet their needs and evaluating how the most students could be impacted. One additional criteria would be the understanding how and where the funding is coming from and is it continuous funding or one time funding that could cause reduced programs later.

5. What is your view of the role of the Board of Trustees in the collective bargaining process?

I believe that the Board of Trustees should set the expectations for the negotiation team that represents the desires of the Board. These expectations should be developed based on financial information that relates to not just faculty and staff salaries. Before the start of a collective bargaining process there should be specific information dealing with financial long term planning. Areas such as student enrollment, facility management and funding from tax revenue are important factors that should be considered as they would have a direct affect on the districts ability to honor collective bargaining agreements.

6. One of the Board's roles is to determine whether the District should place capital bond or parcel tax measures before the public for a vote. What is your experience and philosophy regarding State and Local tax measures? How would you determine when to go to the voters for additional tax revenues?

I have had limited exposure to local and state tax measures, the experience I do have has been following such efforts in the media.

I would first approach the prospect of a tax measure for additional revenues with research of the facts around how efficient and effective current monies have been spent. This research would include a through understanding of all programs and are there additional needs within the district as well as how other community college districts operate and fund similar programs. This research could also determine what the communities needs and interests are in relation to additional programs or to sustain current programs when funding has been determined to be insufficient. I believe this type of research is important because it is the type of information that can be used to support or defeat a tax measure. With positive research results about efficient and effective programs and/or support for new programs, the situation would seem to be right to start a collaborative effort with various community organizations to communicate the need for a tax measure. However if, the research showed that the college district was being less than efficient with their funding, the district would need to improve their effectiveness before seeking an increase in tax revenue.

CHRISTOPHER A. MILLER

OBJECTIVE: A position utilizing twenty seven years of community and educational teaching and training experience in a challenging and rewarding environment.

WORK EXPERIENCE

9/2012 – Current SAN MATEO COUNTY RETIREMENT BOARD

Elected Alternate Trustee

- Attend monthly retirement board meetings. Review monthly agenda items including financial reports, investment presentations and medical records for disability claims. Exercise fiduciary responsibility when voting on retirement board issues.
- Effectively communicate local, state and national issues to the Probation Union Board when related to the retirement board and/or its union members.
- Attend retirement investment conferences. Represent the County of San Mateo in a professional manner at all times.

7/2005 – Current SAN MATEO COUNTY PROBATION DEPARTMENT

Group Supervisor II

- Teacher of various probation related classes including Real Colors, a personality assessment tool. This class requires me to teach a class of fifteen to thirty students (adults or youth) in an interactive setting, planning and leading: class activities, small and large group discussions, and role playing various personality types for the purpose of group understanding. I have also created and taught numerous life skills classes including victim awareness classes.
- Supervise youth in the juvenile hall during various settings including on the housing units, during visits, school watch, and nurse call. This supervision includes visual as well as the physical search of youth in a thorough and professional manner. Collect finger print and DNA data on specific youth as ordered by the county court system. Enter and document specific information into youth files with regards to court and Probation Officer orders.

11/2010 – Current SEQUOIA UNION HIGH SCHOOL DIST.

1/2005 – 7/2005

Substitute Teacher

- Follow teacher lesson plans, supervise student behavior and monitor student progress on class assignments. Take and report accurate attendance of students and collect student work at the end of class. Leave detailed notes for permanent teacher on the behavior of each class and progress of each class with regards to assignments given. I also worked as a substitute for Sequoia Union High School Dist during the spring of 2005.

2/2013 – Current SAN MATEO COUNTY OFFICE OF EDUCATION

1/2005 – 7/2005

Substitute Teacher at Court and Community Schools

- Follow teacher lesson plans, supervise student behavior and monitor student progress on class assignments. Take and report accurate attendance of students and collect student work at the end of class. Leave detailed notes for permanent teacher on the behavior of each class and progress of each class with regards to assignments given.

8/1997 – 7/2004 NOTRE DAME HIGH SCHOOL, BELMONT, CA

Athletic Director

- Responsible for all aspects of a twenty-three team, eleven sport athletic program, including preparing and maintaining a yearly budget of \$220,000 dollars.
- Act as West Catholic Athletic League (WCAL) representative at Athletic Directors Advisory Committee meeting within the Central Coast Section (CCS).
- Represent coaching staff and resolve conflicts with players (and parents) with respect to athletic participation.
- Interpret and implement CIF/CCS policies and procedures. Process season summary and team roster information for CCS and WCAL use.
- Manage grade reports, distribute academic probation letters and monitor academic achievement of student-athletes. Provide data for the processing of CIF/CCS Scholar-Athlete programs.
- Discuss and address academic and personal issues related to athletics with counseling department.
- Interview, hire, supervise, instruct and evaluate thirty coaches and two Athletic Department assistants.
- Make public presentations on a seasonal basis to athletes and parents about general guidelines, policies and procedures.
- Contribute to monthly Parent Newsletter.
- Organize, promote and attend Positive Coaching Alliance presentations.
- Act as the Athletic Department representative to the Administrative Staff Council.

8/1993 – 6/1997 WOODSIDE PRIORY SCHOOL, PORTOLA VALLEY, CA

Varsity Boy's and Girl's Volleyball Coach

Physical Ed. Teacher and Dorm Director

8/1986 – 6/1993 THE ATHENIAN SCHOOL, DANVILLE, CA

Varsity Boy's and Girl's Volleyball Coach

Physical Ed. Teacher and Dorm Director

- **P.E. Dept. Chairman**

1990-93

EDUCATION:

SAINT MARY'S COLLEGE OF CALIFORNIA

Moraga, California

M.A. Physical Education, 1989

Emphasis in Administration

California Clear Single Subject Teaching Credential – August 2010

BENEDICTINE COLLEGE

Atchison, Kansas

B.A. Physical Education, 1985

Emphasis in Coaching

SAN JOSE STATE UNIVERSITY

San Jose, California

Certificate of Eligibility for the Administrative Services Credential – September 2007

DIABLO VALLEY COLLEGE

Concord, California

Selected Business classes and Biology class

Spring of 1990 to Summer of 1993

OTHER RELATED TRAINING PROGRAMS

Skills for a Facilitative Leader – October 2010

Management Development for the Future Seminar – July 2008 thru July 2009

Real Colors Personality Assessment Instructor – Certified, September 2007

PUBLICATIONS: "A CONDITIONING PROGRAM FOR VOLLEYBALL"

Coaching Volleyball, Aug\Sept. 1989.

APPLICATION FORM

APPOINTMENT TO THE GOVERNING BOARD SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT

APPLICATION DUE BY 5 p.m. ON MAY 28, 2013. It may be submitted in person at the District Office (3401 CSM Drive, San Mateo) or by email to brooksv@smccd.edu. Please note that this appointment will be effective until candidates elected on November 5, 2013 take office in early December. The appointed candidate may run for election at that time. Please note that all applications are public documents.

NAME: Thomas C Mohr

RESIDENCE ADDRESS: 710 Edgewood Rd. San Mateo, Ca. 94402

E-MAIL: tmohr7884@sbcglobal.net

PHONE: 650-922-7115

Please indicate if you are planning to run for the community college Board in November 2013. yes no

Please signify, by signing below, that you are a resident of and registered voter in San Mateo County.



Signature and date

On a separate page, please list any public offices you have held or sought election/appointment to, or community leadership positions held. Also, please answer in writing the following six questions. You are also welcome to submit a resume/CV separately if you wish.

1. Tell us about yourself. Why are you interested in serving on the San Mateo County Community College Board, and what qualities/expertise/attributes will you bring to the Board?
2. What is your understanding and philosophy about the role of a community college board member? If you have served on an elected or appointed board, please provide examples of your activities that have demonstrated your philosophy and understanding.
3. How do you work with people of divergent opinions when problem-solving complicated and potentially controversial issues? Please provide examples of your experiences.

On a separate page, please list any public offices you have held or sought election/appointment to, or community leadership positions held. Also, please answer in writing the following six questions. You are also welcome to submit a resume/CV separately if you wish.

1. Tell us about yourself. Why are you interested in serving on the San Mateo County Community College Board, and what qualities/expertise/attributes will you bring to the Board?

I have served as an educator in San Mateo County since 1961, as a high school Chemistry and Mathematics teacher, as principal of three different high schools, as Associate Superintendent of Instruction, Planning and Operations, and later as the Superintendent of the San Mateo Union High School District. Consequent to one year of retirement, I had the incredibly fortunate opportunity to serve as the Interim President of Cañada College where, after proceeding through the normal process, became its president. My six years at the college were the most fulfilling and meaningful of a long career serving the community and its children and youth. Everything I learned, and every skill I acquired during the forty-three years of teaching and leading I discovered I could apply within the three or four different cultures constantly at play in the milieu of the college.

My experiences in the profession have been both varied and challenging. I have led large high schools that were being integrated, undertaken as a Superintendent major projects that required, in order to be successful, the ability to communicate extensively throughout communities involving five different jurisdictions. Three examples that come to mind, because of the magnitude of challenges associated with them, or are; I've worked closely with the communities of the district and their leaders in the process of changing high school boundaries, undertaken the passing of a large bond measure, the first ever in the district and one that required three tries and great determination in the face of powerful resistance by large components in two of the cities of the district. Also, along the way, it became necessary to tear down and rebuild a seismically unsafe flagship high school in the center of the district, and, in as much there were numerous legal challenges from certain interest groups within the district, spent many months working our way through every imaginable obstacle, both in court and in public hearings, that industrious lawyers, special interest groups, and the complexities of CEQA can throw down for one to climb over.

The challenge I loved the most, the one I will always cherish the most, was finding ways to reinvigorate and re-inspire the faculty and staff of the college. I concluded, after just a few weeks at the college, that the college had entered a downward spiral; faculty were angry, resentful and lacking even a modicum of trust in or respect for the college administration. The faculty staff and I, as true professional partners, were able to rebuild together all the elements of trusting relationships and open and honest communication that allow progression on to transparent and inclusive processes of jointly derived decisions and the formulation of a vision, values with concomitant strategic plan and necessary goals and objectives. The faculty and staff saw those elements as much their vision and values as they were mine.

Successful leadership is mostly about being an authentic and values based person who everyone knows will be truthful, loyal to the vision and goals agreed upon by the constituents within the institution, always accountable, willing to listen to those who have a stake in the final decision, but just as importantly, willing to take a position, make the decision when it's time to do so. Those kinds of principles, when lived and practiced daily, engender trust and meaningful relationships that derive the institution forward.

I do believe that I am an experienced Strategic Planner. I believe strongly that every successful institution must have a Strategic Plan which is based on the evidence of student outcomes and community need systematically gathered.

I loved my years with the college district. I view the district as striving to adhere to the highest professional standards for equal opportunity for every student. I admire the leadership of the college district and the values the leadership lives by. As a professional educator the college district evokes a natural desire to be part of a magnificent vision, perhaps in many ways, a magnificent obsession.

- 2. What is your understanding and philosophy about the role of a community college board member? If you have served on an elected or appointed board, please provide examples of your activities that have demonstrated your philosophy and understanding.**

A Board member is responsible for representing the educational interests of all students coming for post-secondary training...for advocating whenever possible for the colleges and their needs...for recognizing and valuing different perspectives of both students and other Board members... for keeping confidential matters confident...for taking the time to learn the issues and to be informed...for being engaged in policy determination, for staying aligned with agreed upon vision and goals, for leaving management to the Chancellor and his staff, for understanding that authority rest with the Board as a whole and not with individuals

- 3. How do you work with people of divergent opinions when problem-solving complicated and potentially controversial issues? Please provide examples of your experiences.**

First of all, one must understand the issue at hand as deeply as possible. It may be complex but being responsible means learning as much as one can about it. Study the evidence, study the data and listen to what the professional and experts have to say. Be a good listener. Listening means automatically that you respect the interest and the concern of a person speaking. Be as prepared as you can possibly be to make a decision and when it's time to do so, base your decision on a carefully reasoned decision that is in turn based primarily on the evidence you can articulate.

4. What is your approach to how budget reductions should be made when required? Also, what is your philosophy about how to distribute additional funding when available?

Budget reductions should be based on fully discussed and fully articulated priorities which should be shown to flow naturally from the Mission and Strategic Plan statements. Every priority should be logically derived from the most basic elements of what most everyone knows to be the foundational needs of the students being served. Transfer courses, for example, are of higher priority than community education programs and retaining faculty and staff necessary to carry out the programs leading to completion of degrees and certificates and provision of personal support would normally get first consideration.

It is imperative that the discussion of the priorities and the rationale underlying them be discussed in public session, delivered publicly in writing and provided opportunity for all those vested to understand how they were derived and the level of their impact.

5. What is your view of the role of the Board of Trustees in the collective bargaining process?

In general, Board members are required to find a balance between the needs of the district's employees and the students and the taxpayers. However, in collective bargaining, protecting the interest of students and taxpayers become the paramount duty of the board... personnel are represented by their union. It is the primary function of the Board and management to represent the basic interests of the enterprise, i.e. teaching and learning. The Board must know what it wants to achieve, understand the necessary backup materials, provided mostly by management, to support their position, and be ready to compromise when necessary, as long as it does not limit future action and belay the bottom line interests of students and taxpayers. Carrying out this role can be very complex. The Board works in partnership with the chancellor and staff and final decisions rest with the Board.

6. One of the Board's roles is to determine whether the District should place capital bond or parcel tax measures before the public for a vote. What is your experience and philosophy regarding State and local tax measures? How would you determine when to go to the voters for additional tax revenues?

This can also be a complex matter. In general, going for a bond measure depends upon what is known about the following questions:

- How important is the money realized to completing the mission of the district and to fulfilling the standards for the educational process that the community expects of its colleges. Just how critical is it to moving the vision for the district forward?
- How much will the taxpayer pay in taxes and is that a reasonable expectation given the value of property and the ability of people to undertake the new tax burden?

- **What do surveys and experts tell the Board about the willingness of the taxpayer to accept the new burden and its level?**
- **Does the Board have a clear understanding of how the money will be used and do the taxpayers rate those actions as sufficiently high to earn their support?**

APPLICATION FORM

APPOINTMENT TO THE GOVERNING BOARD SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT

APPLICATION DUE BY 5 p.m. ON MAY 28, 2013. It may be submitted in person at the District Office (3401 CSM Drive, San Mateo) or by email to brooksv@smccd.edu. Please note that this appointment will be effective until candidates elected on November 5, 2013 take office in early December. The appointed candidate may run for election at that time. Please note that all applications are public documents.

NAME: Stan Watkins

RESIDENCE ADDRESS: 424 Iowa Drive, San Mateo CA 94402

E-MAIL: jstanfordwatkins@att.net

PHONE: 650 579-1999

Please indicate if you are planning to run for the community college Board in November 2013. yes no

Please signify, by signing below, that you are a resident of and registered voter in San Mateo County.

Stan Watkins 5/28/13

Signature and date

On a separate page, please list any public offices you have held or sought election/appointment to, or community leadership positions held. Also, please answer in writing the following six questions. You are also welcome to submit a resume/CV separately if you wish.

1. Tell us about yourself. Why are you interested in serving on the San Mateo County Community College Board, and what qualities/expertise/attributes will you bring to the Board?
2. What is your understanding and philosophy about the role of a community college board member? If you have served on an elected or appointed board, please provide examples of your activities that have demonstrated your philosophy and understanding.
3. How do you work with people of divergent opinions when problem-solving complicated and potentially controversial issues? Please provide examples of your experiences.

4. What is your approach to how budget reductions should be made when required? Also, what is your philosophy about how to distribute additional funding when available?
5. What is your view of the role of the Board of Trustees in the collective bargaining process?
6. One of the Board's roles is to determine whether the District should place capital bond or parcel tax measures before the public for a vote. What is your experience and philosophy regarding State and local tax measures? How would you determine when to go to the voters for additional tax revenues?

All candidates who complete this form and submit it prior to the deadline should be available to appear in person at a College Board meeting on the evening of **Wednesday June 5, 2013** at the District Office Board Room. Please also keep open **Wednesday evening, June 12** for an additional meeting if necessary. If you are selected for an interview, you will be contacted and given the exact day and time of the interview as well as additional information about the format of the interview.

1. Tell us about yourself.

My name is Stan Watkins and my wife and I are residents of San Mateo. We have two daughters, the youngest attending college and the oldest raising her young son.

I became involved in community service upon moving into our home in San Mateo nearly two decades ago. At that time, we encountered a public nuisance in our neighborhood which had existed for a number of years and continued unresolved. I sought the advice from one of our neighbors, Sue Lempert, a former mayor of the City of San Mateo. She suggested I apply for a position on the city commission which deals with similar neighborhood issues. I followed her suggestion and was subsequently appointed to the City of San Mateo Community Improvement Commission and served as a commissioner, including chairman, for eight years (two terms). During that time I was able to associate with various members of city council including Sue Lempert, John Lee (deceased), and Carole Groome, as well as Arne Croce, then-city manager, and members of city staff.

My interest in community service also led me to join our neighborhood homeowners' organization, the Baywood Owners Improvement Association. I served as a board member for many years, including several years as president. As president, I had the opportunity to work with Tom Mohr, then-superintendent of the San Mateo Union High School District and later president of Canada College, on projects of mutual interest involving the SMUHSD and our homeowners' association. As president, I also was responsible for arranging speakers for our annual homeowners' association public meeting, including Jerry Hill, then-San Mateo County Supervisor and now State Senator, and Carole Groome, then-city council member and now County Supervisor.

Why are you interested in serving on the San Mateo County Community College Board and what qualities/expertise/attributes will you bring to the Board?

I am very interested in serving on the Board in order to help ensure our three community colleges continue the legacy of providing outstanding educational opportunities to county residents and others. My desire to assist in encouraging educational opportunities is evidenced by my being a substitute teacher in two local school districts after having retired from the corporate world following nearly thirty years of employment with Bank of America.

The primary attributes which I will bring to the Board are a commitment to educational opportunities, financial discipline, sound judgment, leadership skills and collegiality. My resume indicates positions of trust which I have held professionally and in the community. These responsibilities indicate that others have placed their confidence in me in order to achieve the goals of the respective organization.

2. What is your understanding and philosophy about the role of a community college board member?

As Board members are trustees, I believe a primary role of a Board member is to maintain the trust of District voters who are represented by the Board. I also believe a Board member must have the support of the District administration, staff and college students. My philosophy as a Board member would be: 1) ensure the District's fiscal stability, 2) advocate a student-centered mission, and 3) pursue the District Strategic Plan established by the Board of Trustees.

If you have served on an elected or appointed board, please provide examples of your activities that have demonstrated your philosophy and understanding.

During my two terms on the City of San Mateo Community Improvement Commission, we dealt with cases of city residents who were either not complying with the municipal code or were seeking an exception to municipal code requirements. As a commissioner and commission president, it was imperative that we gather facts from city staff and other city departments in order to be fully informed about a particular case. It was also necessary to hear the perspective of the resident presenting their appeal before the commission. Once we had heard both sides of the case, we as a commission discussed the matter and then arrived at a final decision. During this eight-year service, it became apparent that even with all the facts provided by city staff, it was vital to hear the perspective of the homeowner or business owner so that the most informed and appropriate decision could be reached. I found that after hearing both sides of a case, my original opinion could shift such that I would arrive at a different conclusion after weighing both sides of the situation. This experience afforded me valuable insight into how to deal even-handedly with difficult and often controversial matters. In one particular situation, the commission dealt with a case which had been widely publicized in the local press and had prompted opinions of many city residents. The case was of such an emotional nature that the commission requested the attendance of city police officers.

While serving as president of our homeowners' association, I conducted meetings which had the potential to be contentious. It required patience and leadership in order to navigate through sensitive issues affecting the quality of life of our neighborhood. It was important that board members feel a sense of unity despite divergent viewpoints. I concluded that working together collegially as a board was best achieved when the leader encouraged respect, friendliness and understanding among our board members.

During my service on the Executive Board of the BSA Pacific Skyline Council, I was responsible for organizing outreach meetings with religious leaders of many different faiths. In my role as Vice President—Relations, it was crucial that I be open-minded while encouraging religious leaders to fully embrace the goals of the Boy Scouts of America in their respective parishes. This was the first time in many years the Pacific Skyline Council had successfully conducted religious outreach meetings.

3. How do you work with people of divergent opinions when problem-solving complicated and potentially controversial issues?

Over many decades, including living in Mexico and Spain, I have had the opportunity to work with people from all walks of life representing a variety of political, social and religious persuasions. I am convinced that the best way to work successfully with people is by showing respect and by being open-minded, balanced and principled.

Please provide examples of your experiences.

My professional career for nearly thirty years with Bank of America in corporate finance involved the structuring, syndication and negotiation of complex, capital asset financings often costing many hundreds of millions of dollars per project. Completion of these financings was highly dependent on excellent negotiating skills and the ability to work professionally and amicably with very capable yet determined individuals the other side of the negotiating table. I was involved in scores of financings which were successfully concluded, many of which took months to finalize. Each transaction was an exercise in persistence, patience and collaboration.

As president of the LDS Spain Madrid Mission, I was responsible for supervising hundreds of missionaries and being responsible for thousands of Church members throughout Spain and the Canary Islands (off the coast of Africa). In my leadership assignment, it was imperative that goals be met and standards upheld while being sensitive to the feelings of many people including those not of my faith. This responsibility required extraordinary sensitivity on my part especially since I was required to communicate in the Spanish language.

As mentioned previously, my service on a city commission and on a homeowners' board provided me occasions to deal with issues involving city residents, homeowners, and business owners.

4. What is your approach to how budget reductions should be made when required?

The fiscal stability of the District is a primary responsibility of the Board. As such, budget reductions should be made when required in order to maintain the trust and credibility of District voters as well as the financial viability of the District. Budget reductions should be made in the context of the prioritized needs of the District. Budget reductions should be made after an extensive review of all the varying approaches to avoid such reductions. The budget reduction process should include rank-ordering the areas requiring cuts and then proceeding to reduce budgets as determined by pre-established procedures. Budget reductions should never be viewed as unachievable, should be anticipated many years into the future and should never take the Board by surprise. Budget reductions should be scrutinized in an environment of transparency and full disclosure.

Also, what is your philosophy about how to distribute additional funding when available?

Additional funding should be distributed on the basis of "highest and best use". When additional funding becomes available, the distribution process should be subject to a process of transparency and discussion among those seeking the additional funds. Each party requesting additional funding should provide a detailed justification for each request.

5. What is your view of the role of the Board of Trustees in the collective bargaining process.

The Board should be as fully engaged in the collective bargaining process as allowed by law. The Board is responsible primarily to District voters; therefore, Board members should be involved to the extent possible in making certain there is an appropriate balance achieved between the needs of District employees and the financial limitations of the District budget.

6. What is your experience and philosophy regarding State and local tax measures?

My educational and employment backgrounds have been in corporate finance and so I am very familiar with international and domestic corporate financings, corporate bond issuances, financial statements, and financial terms and conditions.

My philosophy of whether the District should place a capital bond or parcel tax measure before the public for a vote would depend on the particular financing need of the District. A parcel tax may be more appropriate if the funding need of the District is short-term in nature whereas a bond measure may be more appropriate for the construction of long-lived assets. Issues to consider in determining the most appropriate capital raising method would include, but not be limited to, the class of asset to be financed (e.g., construction of a building versus acquisition of vehicles), the total funds to be raised, prevailing financial market conditions, etc. An oversight committee should be established for any proposed tax measure.

How would you determine when to go to the voters for additional tax revenue?

Seeking additional tax revenue from voters should not be attempted unless and until the Board has a high degree of confidence that voters would be likely to approve the tax revenue measure. A failed tax measure reflects unfavorably upon the Board and may indicate the Board is not sufficiently "in touch" with their constituency. Prior to initiating a tax measure, there should be sufficient research, polling and consultation conducted by the Board so members can be adequately assured of successful passage of the tax measure. Additional tax revenue should be sought only after all efforts had been made to balance the District budget.

Stan Watkins
424 Iowa Drive
San Mateo, CA 94402
jstanfordwatkins@att.net
650-579-1999

San Mateo-Foster City School District permanent substitute teacher, Spanish translator, track coach.

San Mateo Union High School District substitute teacher.

LDS California Oakland/San Francisco Mission presidency.

Managing Director, Bank of America Leasing and Capital Group, San Francisco, (retired).

Former chairman and commissioner, City of San Mateo Community Improvement Commission.

Former president and board member, Baywood Owners Improvement Association.

**Former Executive Board member, BSA Pacific Skyline Council; Vice President—Relations;
Recipient of council-level Silver Beaver distinguished service award.**

Former president, LDS Spain Madrid Mission.

Attended the University of Michigan.

B.S. (finance); MBA (finance); Brigham Young University.

Lived in Mexico and Spain.

Fluent in reading, writing, and speaking Spanish.

From: Alvin Zachariah <alzach@aol.com>

To: brooksv <brooksv@smccd.edu>

Subject: Application for appointment to the Governing Board, San Mateo County Community College District, Alvin Zachariah

Date: Thu, May 23, 2013 2:17 pm

APPLICATION FORM

APPOINTMENT TO THE GOVERNING BOARD SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT

APPLICATION DUE BY 5 p.m. ON MAY 28, 2013. It may be submitted in person at the District Office (3401 CSM Drive, San Mateo) or by email to brooksv@smccd.edu. Please note that this appointment will be effective until candidates elected on November 5, 2013 take office in early December. The appointed candidate may run for election at that time. Please note that all applications are public documents.

NAME: Alvin Zachariah

RESIDENCE ADDRESS: 105 Crescent Drive, South San Francisco, CA 94080

E-MAIL: alzach@aol.com

PHONE: 209-613-1282

Please indicate if you are planning to run for the community college Board in November 2013. yes no

Please signify, by signing below, that you are a resident of and a registered voter in San Mateo County.

Alvin Zachariah

5/24/2013

Signature and date

On a separate page, please list any public offices you have held or sought election/appointment to, or community leadership positions held. Also, please answer in writing the following six questions. You are also welcome to submit a resume/CV separately if you wish.

1. Tell us about yourself. Why are you interested in serving on the San Mateo County Community College Board, and what qualities/expertise/attributes will you bring to the Board?

I have been living in the community since 2003. We have been active in our community and take keen interest in the events in the county. I believe my voice will add to the interests of the community college. I would take every concern seriously and will try and help resolve issues with the help of the existing board members. I believe I have strong organizational and multi-tasking skills have always worked with people at all levels and disciplines. I predict happier local residents and an effective Board.

I have been in the Medical profession since the past 12 years. I also have a background in IT and have masters in computer science. I have worked and continue to work in both Government (both state and federal) and private as well as nonprofit organizations. I am actively involved in

the committees in most of the hospitals and practices where I work and am involved in quality control as well as utilization management. I believe that by being on the board I will be able to use this skill to better our community college and we will make significant progress.

2. What is your understanding and philosophy about the role of a community college board member? If you have served on an elected or appointed board, please provide examples of your activities that have demonstrated your philosophy and understanding.

I believe our college district is an extension of who we are in the many diversified neighborhoods of our County. As a San Mateo I would help our community and to help achieve their educational goals.

I believe in delivering first-rate education to a broadly varied population. Our three colleges offer a wide variety of courses, including those leading to a four-year university transfer as well as programs designed to provide students with technical, workforce and vocational skills. One can earn an Associate in Arts or Science degree or receive a Certificate of proficiency in a chosen field of study. As an elected board member I would get constant feedback from the faculty, staff and managers of the different colleges. I would consider it a privilege to serve the residents of San Mateo County as a Board member. The success of our residents in achieving their education objectives will be my most important goal. I would strive as a Board member to make sure the experience of all enrolled in our 3 colleges to be a very satisfying and enjoyable experience.

I have been on multiple committees (appointed) at the organizations that I work at. Institutional review committee-Memorial Medical center, Modesto: 2007-2008. Quality Excellence Committee, Dameron Hospital, Stockton. 2006-2007. CME/Library Subcommittee, Memorial Medical, Modesto. 2006. Hospitalist Committee-St. Josephs Hospital, Stockton. Medical Education/Library Committee-St. Josephs Hospital, Stockton. Subject matter expert (Group A)-Sutter Electronic health record 2007-09 (implementation team).

A college community Board member helps with Board decisions and helps guide decisions that have an impact on the education of our residents and those we serve in San Mateo County. I will ensure that the 3 community colleges that we have in our county will function well and promote a sound education at a very cost effective rate.

3. How do you work with people of divergent opinions when problem-solving complicated and potentially controversial issues? Please provide examples of your experiences.

I spend time listening to everyone's point of view. I am also trying to look for a consensus if possible. Recently at a meeting with my colleagues, we had a variety of option which got heated. I and a few other members prevailed on the rest of the members to take an approach that was not compromising in any way but showed respect for all the opinions on the topic.

4. What is your approach to how budget reductions should be made when required? Also, what is your philosophy about how to distribute additional funding when available?

Budget reductions should be made cautiously. I believe that essential activities should always be funded. Of course there will be a difference of opinion in what people or other board members consider essential or not. Additional funding should go to core activities that have been decided by coming to a consensual decision by the other board members or colleagues.

5. What is your view of the role of the Board of Trustees in the collective bargaining process?

The Board of trustees should be decisive in the collective bargain approach. Gentle and firm in it approach .

6. One of the Board's roles is to determine whether the District should place capital bond or parcel tax measures before the public for a vote. What is your experience and philosophy regarding State and local tax measures? How would you determine when to go to the voters for additional tax revenues?

This needs to be addressed with caution and only after we have our figures in place. Tax increases are unpleasant for everyone and it needs to be justified.

All candidates who complete this form and submit it prior to the deadline should be available to appear in person at a College Board meeting on the evening of **Wednesday June 5, 2013** at the District Office Board Room. Please also keep open **Wednesday evening, June 12** for an additional meeting if necessary. If you are selected for an interview, you will be contacted and given the exact day and time of the interview as well as additional information about the format of the interview.