

AGENDA
SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT
REGULAR MEETING OF THE BOARD OF TRUSTEES

September 11, 2019

Open Meeting at 3:30 p.m.; Closed Session at 5:00 p.m.; Reconvene to Open Meeting at 6:00 p.m.
District Office Board Room, 3401 CSM Drive, San Mateo, CA 94402

NOTICE ABOUT PUBLIC PARTICIPATION AT BOARD MEETINGS

The Board welcomes public discussion.

- *The public's comments on agenda items will be taken at the time the item is discussed by the Board.*
- *To comment on items not on the agenda, a member of the public may address the Board under "Statements from the Public on Non-Agenda Items;" at this time, there can be discussion on any matter related to the Colleges or the District, except for personnel items and potential or existing litigation. No more than 20 minutes will be allocated for this section of the agenda. No Board response will be made nor is Board action permitted on matters presented under this agenda topic.*
- *If a member of the public wishes to present a proposal to be included on a future Board agenda, arrangements should be made through the Chancellor's Office at least seven days in advance of the meeting. These matters will be heard under the agenda item "Presentations to the Board by Persons or Delegations." A member of the public may also write to the Board regarding District business; letters can be addressed to 3401 CSM Drive, San Mateo, CA 94402.*
- *Persons with disabilities who require auxiliary aids or services will be provided such aids with a three day notice. For further information, contact the Executive Assistant to the Board at (650) 358-6753.*
- *Regular Board meetings are tape recorded; tapes are kept for one month.*

Government Code §54957.5 states that public records relating to any item on the open session agenda for a regular board meeting should be made available for public inspection. Those records that are distributed less than 72 hours prior to the meeting are available for public inspection at the same time they are distributed to the members of the Board. The Board has designated the Chancellor's Office at 3401 CSM Drive for the purpose of making those public records available for later inspection; members of the public should call 650-358-6753 to arrange a time for such inspection.

3:30 p.m. Call to Order

19-9-1B Interview Representatives from Search Firms for Chancellor Search

- a. Community College Search Services: Dr. Joan Smith
- b. Arterberry Blue & Associates, LLC: Stan Arterberry
- c. Association of Community College Trustees Searches: Dr. Bruce Leslie

5:00 p.m. RECESS TO CLOSED SESSION

CLOSED SESSION ITEMS FOR DISCUSSION

1. Conference with Legal Counsel – Anticipated Litigation: Significant exposure to litigation pursuant to Gov. Code, § 54956.9, subd. (d)(2): One Case
2. Conference with Legal Counsel Regarding One Case of Existing Litigation Pursuant to Government Code Section 54956.9: Estate of Thomas Kutras, Case No. 18STPB01247
3. Employee Discipline, Dismissal, Release
4. Conference with Labor Negotiator
Agency Negotiator: Mitchell Bailey
Employee Organizations: AFT, CSEA and AFSCME

PUBLIC COMMENTS ON CLOSED SESSION ITEMS ONLY

RECONVENE TO OPEN SESSION

6:00 p.m. Call to Order / Roll Call / Pledge of Allegiance

ANNOUNCEMENT OF REPORTABLE ACTION TAKEN IN CLOSED SESSION

DISCUSSION OF THE ORDER OF THE AGENDA

MINUTES

- 19-2 [Approval of the Minutes of the April 24, 2019 Regular Meeting](#)
- 19-3 [Approval of the Minutes of the May 3, 2019 Special Closed Session Meeting](#)
- 19-4 [Approval of the Minutes of the May 15, 2019 Regular Meeting](#)
- 19-5 [Approval of the Minutes of the June 12 Study Session](#)
- 19-6 [Approval of the Minutes of the June 19, 2019 Special Closed Session Meeting](#)
- 19-7 [Approval of the Minutes of the June 26, 2019 Regular Meeting](#)
- 19-8 [Approval of the Minutes of the July 10, 2019 Study Session](#)

PRESENTATIONS TO THE BOARD BY PERSONS OR DELEGATIONS

- 19-9-1C [Contemporary Conversation Regarding Race, Class, Gender, Privilege and Equity: Presentation of Student Equity Plans – Cañada College, College of San Mateo and Skyline College](#)

STATEMENTS FROM EXECUTIVES

STATEMENTS FROM OTHER REPRESENTATIVE GROUPS

STATEMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS

NEW BUSINESS

- 19-9-1A [Approval of Personnel Items: Changes in Assignment, Compensation, Placement, Leaves, Staff Allocations and Classification of Academic and Classified Personnel](#)

Approval of Consent Agenda

All items on the consent agenda may, by unanimous vote of the Board members present, be approved by one motion after allowing for Board member questions about a particular item. Prior to a motion for approval of the consent agenda, any Board member, interested student or citizen or member of the staff may request that an item be removed to be discussed in the order listed, after approval of remaining items on the consent agenda.

- 19-9-1CA [Acceptance of Gifts by the District](#)
- 19-9-2CA [Adoption of Resolution No. 19-15 in Support of Measure H, the Redwood City School District Education Improvement and Student Achievement Parcel Tax Measure](#)

Other Recommendations

- 19-9-100B Public Hearing of the 2019-20 Final Budget
- 19-9-101B Adoption of the 2019-20 Final Budget
- 19-9-102B Adoption of Resolution No. 19-14 in Support of California Assembly Bill 612
- 19-9-103B Approval of Student Equity Plans – Cañada College, College of San Mateo and Skyline College
- 19-9-104B Approval of Appointments to Bond Oversight Committee

INFORMATION REPORTS

- 19-9-2C Reminder of CalPERS Vesting Requirements and Actions Taken by the Board in June 2015

COMMUNICATIONS

STATEMENTS FROM BOARD MEMBERS

RECONVENE TO CLOSED SESSION (if necessary)

RECONVENE TO OPEN SESSION (if necessary)

ANNOUNCEMENT OF REPORTABLE ACTION TAKEN IN CLOSED SESSION (if necessary)

ADJOURNMENT

BOARD REPORT NO. 19-9-1B

TO: Members of the Board of Trustees
FROM: Michael Claire, Acting Chancellor
PREPARED BY: Mitchell Bailey, Vice Chancellor/Chief of Staff, 574-6510

INTERVIEWING OF SEARCH FIRMS FOR DISTRICT CHANCELLOR SEARCH

The Board is undertaking a process to recruit and hire a new District Chancellor. To aid in this effort, the Board has determined that they wish to engage the services of a search consultant.

At this meeting, the Board will interview representatives from the following search firms:

- Community College Search Services
- Arterberry Blue & Associates, LLC
- Association of Community College Trustees Searches

RECOMMENDATION

It is recommended that the Board conduct interviews with representatives from the executive search firms listed above.



Community College Search Services

September 6, 2019

Maurice Goodman, Board President
San Mateo Community College District
3401 CSM Drive
San Mateo, CA 94402

Dear President Goodman,

This packet is a proposal from Community College Search Services (CCSS) to assist the District in its search for the next Chancellor of the San Mateo Community College District.

CCSS has been in business since 1995 and has successfully completed over 250 executive searches. The company is financially secure and carries its own liability insurance. This proposal summarizes the services we provide, contact information for past clients, resumes for the consultants assigned to this project, and a list of successfully completed searches.

Our staff includes 11 search consultants, a database and computer specialist, and four reference consultants. All search consultants are former community college presidents, superintendent/presidents, and chancellors, and all will assist in recruiting candidates for the next Chancellor of the San Mateo Community College District.

In the past five years, we facilitated the following successful searches for California community college District CEOs:

- Chancellor, Peralta CCD (2014-15 and 2015-16)
- Superintendent/President, El Camino CCD (2014-15)
- Superintendent/President, Siskiyou CCD (2014-15)
- Superintendent/President, Cerritos CCD (2014-15)
- Chancellor, Kern CCD (2015-16)
- Chancellor, North Orange County CCD (2015-16)
- Superintendent/President, City College of San Francisco (2016-17)
- Superintendent/President, Southwestern CCD (2016-17)
- Superintendent/President, Lake Tahoe CCD (2016-17)

- Superintendent/President, Sequoias CCD (2017-18)
- Chancellor, Yosemite CCD (2017-18)
- Chancellor, San José-Evergreen Community College District (2018-19)
- Superintendent/President, Monterey Peninsula CCD (2018-19)

A comprehensive list of CEO searches, including College Presidents, that CCSS successfully completed since 2014 is included as part of this proposal packet. As a result of our work across the state we have developed a pool of qualified potential candidates as well as the knowledge of successful recruitment practices.

The on-site consultant for the SMCCD Chancellor executive search will be Dr. Joan Smith. Dr. Smith is good match for this search for a number of reasons:

- She served as the Chancellor of the Yosemite CCD from 2010-2017.
- She experienced a situation similar to the current SMCCD situation in that she first assumed the role of Chancellor at the Yosemite CCD following the sudden departure of the former Chancellor.
- During her tenure as a College President and Chancellor, she actively participated in organizations at the state and local levels. As a result, she has an extensive network of colleagues to draw to recruit candidates and seek nominations for potential applicants.
- She has maintained her network of colleagues in the California Community College system since her retirement by consulting, such as facilitating searches and leading Institutional Effectiveness Partnership Initiative Teams.

Dr. Smith reviewed the timeline for the SMCCD Chancellor search and assures you that she is available to complete all activities outlined in this search proposal.

At CCSS, we pride ourselves on tailoring searches to meet a client's needs and preferences. We would be pleased to answer any questions you may have about our work and to discuss any modifications you would like to make in the process or personnel suggested in this proposal.

We appreciate this opportunity to submit a proposal to assist you with this important activity.

Sincerely,



Eva Conrad, Ph.D.
Managing Partner
Community College Search Services



Community College Search Services

EXECUTIVE SEARCH PROPOSAL

SUBMITTED TO

**SAN MATEO COMMUNITY COLLEGE DISTRICT
BOARD OF TRUSTEES**

TO PROVIDE

**COMPREHENSIVE SEARCH SERVICES FOR
THE POSITION OF CHANCELLOR**

September 6, 2019

Community College Search Services (CCSS)
Federal Tax I.D. number 26-1110386
Business License or Registration number 069995-0 Ventura
Web address: www.ccss-us.net

Dr. Al Fernandez - Principal, Senior Partner
805.218.1947
al.fernandez@ccss.solutions

Dr. Eva Conrad - Managing Partner
805.660.1527
eva.conrad@ccss.solutions

**EXECUTIVE SEARCH PROPOSAL
FOR SAN MATEO COMMUNITY COLLEGE DISTRICT CHANCELLOR**

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APPENDX. Resume for Dr. Joan Smith

**EXECUTIVE SEARCH PROPOSAL
SAN MATEO COMMUNITY COLLEGE DISTRICT CHANCELLOR**

1. CCSS QUALIFICATIONS

Established in 1995, Community College Search Services (CCSS) assists community colleges in all aspects of recruiting and selecting executives. Our services include facilitating complete searches; facilitating portions of searches, such as recruiting candidates and preparing reference reports; recruiting and placing interim administrators; providing executive coaching; and conducting workshops for Boards of Trustees.

CCSS has successfully completed over 250 executive searches for community college administrators. Refer to Part 5 of this proposal for a list of CEO searches that CCSS facilitated in the past five years. The company is financially secure and carries its own liability insurance.

Some of our unique and distinctive qualities as a search firm include the following.

- Given that all Colleges and Districts have unique needs and cultures, we tailor our searches to the institution. We take pride in our ability to be flexible. Any portion of this proposal can be modified to address a client's specialized needs.
- CCSS consultants respond immediately to any request or emergency.
- CCSS consultants collaborate with District Human Resources to ensure confidentiality throughout the process and to provide a paperless process, such as online access to applications.
- A team approach is used in all searches during all phases of the search, from recruiting through final interviews, to ensure that the client's needs are met.
- CCSS consultants communicate frequently with the client throughout the search process.
- CCSS recruits candidates from within the state as well as nationally.
- CCSS consultants are available to provide advice on search-related issues, such as protocols for College or District forums.
- All CCSS search consultants are retired community college presidents or chancellors.

A final unique characteristic of CCSS is **our guarantee**: If the Board decides to re-start the search process at any time for any reason, we will repeat the search for direct expenses only. If for any reason the Board is not satisfied with the outcome of the completed search, CCSS will undertake the search again for direct expenses only. Also, if the new Chancellor does not succeed in the first year, we will repeat the search for direct expenses only.

2. COMMITMENT TO APPLICANT DIVERSITY

Our reputation for fairness and our record on recruiting diverse applicant pools is strong.

CCSS search consultants are keenly aware of and sensitive to diversity issues from their personal perspectives as well as from their experiences as senior administrators who saw firsthand the positive impact of diverse applicant pools and administrators on students' sense of belonging.

CCSS is a minority-owned and operated company. Dr. Al Fernandez, the senior and founding partner of CCSS, is Hispanic. There are two partners, both of whom are women, one African-American and one Caucasian. The gender diversity of the search consultants is six men and five women. The racial/ethnic diversity of the search consultants is five Hispanic, one African American, and five Caucasian.

Our strategies for recruiting diverse applicant pools include the following:

- Contact community college CEOs nationwide to seeking nominations for the open position.
- Emphasize that the District is seeking a diverse pool of candidates in all recruitment materials.
- Ask all CCSS consultants, including our associates in other states, to develop a list of strong and diverse candidates to contact about the open position.
- Contact CEOs of minority and women organizations to seek nominations for the open positions.
- Contact minority and women CEOs in California and in other states to identify potential candidates.
- Contact candidates who have participated in various leadership programs.
- Ensure that the print and electronic advertisements that the District will place in various online and print media includes content that will optimize diversity in the applicant pool.

We partially attribute our success in recruiting diverse applicant pools to our volunteer efforts in developing and networking with community college administrators who aspire to become chief executive officers. We originated and participate in mock Interviews at the annual conference of the Association of California Community College Administrators (ACCCA). In addition, our consultants have made presentations on leadership issues at ACCCA, American Council on Education (ACE), American Association of Community Colleges (AACC), League for Innovation Executive Leadership Institute (ELI) and the annual ACCCA mentor program retreat.

3. COMMITMENT TO PARTICIPATORY GOVERNANCE

CCSS search consultants are well versed in the spirit and letter of participatory governance regulations. Our search consultants were serving in California community colleges when

Assembly Bill 1725 passed in 1988. They were on the front lines as faculty and managers when their Colleges revised processes as needed to move participatory governance from theory into practice. Their education in – and appreciation of – participatory governance expanded as their careers continued and they moved into senior administrative positions. Therefore, from their first-hand experiences on both sides of the table, CCSS search consultants understand and appreciate the benefits of participatory governance, having repeatedly witnessed the truth that the best recommendations are those that emerge from respectful, thorough, and informed dialogue.

With the commitment to foster campus-wide engagement, CCSS search consultants will collaborate with the Board and the Screening Committee to develop and use processes that are tailored to the District's culture and familiar practices.

4. DESCRIPTION OF CCSS SERVICES

The following services provided by CCSS are organized into the typical sequence of a comprehensive search. The actual sequence and activities in the search activities will be determined in collaboration with the San Mateo Community College District (SMCCD) and/or designees.

Step #1: Consult with the Board, Their Designee, and College Group(s)

As a first step in the search process, the consultants will facilitate initial meetings with the Board and/or designees, such as District and College staff and/or the Screening Committee, to:

- Clarify institutional priorities and leadership needs;
- Identify challenges and opportunities facing the District in the next five to ten years;
- Develop a description of the personal and professional characteristics sought in the ideal candidate for the position; and
- Develop or confirm the steps in the search process and develop the timeline.

If requested by the Board, these initial consultations will include a town hall meeting to provide SMCCD faculty, staff, administrators, and students an opportunity to share their perspectives on the institutional priorities and to identify anticipated challenges and opportunities.

CCSS recommends that the information derived from these conversations be included in the position announcement and serve as a basis for recruiting and evaluating candidates.

Step #2: Develop the Position Announcement

Based on the discussions with the Board and/or its designees, we will collaborate with District Human Resources leaders to draft the position announcement for review, modification, and approval by the Board and/or designees.

To save printing costs and ensure that the position announcement reaches specific potential candidates, we recommend that an electronic position announcement be used instead of a printed one.

Step #3: Recruit Candidates

CCSS will use the following processes to recruit candidates statewide and nationally:

- Solicit nominations of candidates from California community college chancellors, presidents, and other executive administrators and then directly contact all nominated candidates;
- Solicit nominations of candidates from community college chief executive officers across the United States and then directly contact all nominated candidates;
- Recruit selected individuals from our firm's database who have the qualifications for and may have an interest in the position;
- Communicate with current and past community college executives from diverse backgrounds to seek recommendations that would strengthen the quality and diversity of the applicant pool;
- Utilize LinkedIn to directly communicate with prospects across the country;
- Solicit nominations of candidates from regional, state and national higher education constituency groups and contact all nominated candidates; and
- Contact potential candidates when we attend and/or present at community college conferences and leadership institutes.

The CCSS consultant will collaborate on the details of this recruitment plan with the District equal opportunity representative.

These targeted recruiting efforts include extensive phone meetings with prospective candidates. These recruitment strategies are in addition to the print and electronic advertisements that the District will place in various online and print media. If requested, we will provide recommendations for the placement of national and regional advertising.

Throughout the recruitment period, the consultants will keep the Board and/or designees informed about the breadth and depth of the applicant pool.

Step #4: Facilitate Screening Committee Meetings

We will facilitate all Screening Committee meetings. We will assist the Screening Committee Chair in preparing agendas and will provide sample materials to assist the Screening Committee in the development of interview questions, paper screening, and ranking candidates during the interviews.

Step #5: Assist in Candidate Evaluation

We will assist District Human Resources and the Screening Committee by providing materials and strategies for the evaluation of applications, including leading the Screening Committee in the development of criteria for evaluating applications. We will also facilitate the Committee discussions after the review of applications that will result in the selection of candidates for interviews.

Step #6: Facilitate Screening Committee Interviews

We will coordinate the Screening Committee interviews including:

- Provide recommendations on interview logistics, such as facilities, scheduling, and interview protocol;
- Arrange interview appointments with candidates and providing timely and pertinent information to candidates regarding interview logistics;
- Assist the Screening Committee in the development of questions for the interviews;
- Ensure that the interview questions are congruent with the position announcement;
- Develop other materials for the interviews as needed, such as scoring sheets for Screening Committee use during the interviews;
- Greet the candidates on the day of the interviews and introduce the candidates to the Screening Committee;
- Observe the interviews and taking notes as a potential resource during the Screening Committee's discussions; and
- Provide strategies and techniques to assist the Screening Committee dialogue during their deliberations to determine the finalists.

At the conclusion of the interviews the CCSS consultant will inform all candidates of their status and will brief the finalists on the next steps of the process.

Step #8: Assist in Preparing a Press Release to Announce the Finalists

The CCSS consultant will assist in the development of a press release to announce the finalists for the position of SMCCD Chancellor by providing a photograph and brief biography of each finalist.

Step #7: Prepare Comprehensive Reference Reports on Finalists

Prior to the Board's interviews of finalists, CCSS will prepare comprehensive in-depth background and reference reports on all finalists. These reports will enable the Board to select the new SMCCD Chancellor with the confidence that they have complete and appropriate background information.

These comprehensive reference reports, which are prepared for the exclusive use of the Board, are 15-20 pages long and consist of interview results as well as factual information.

- Interviews

Reference consultants will interview 10 – 12 professional colleagues using fifteen or more questions designed to obtain in-depth information about the finalist’s job performance. Reference consultants contact both colleagues on the list provided by the finalist as well a number of colleagues who are not on the list provided by the finalist.
- Factual information

Reference reports also include information about the finalists from these sources:

 - An Internet search;
 - Information that is pertinent to the search, such as the status of final candidates’ employment status; and
 - Criminal and civil background checks.

Step #8: Facilitate Board Interviews

The CCSS search consultant will brief the Board on the salient reference information on each finalist and answer all questions regarding the Screening Committee processes and evaluation.

If desired, we will support the final interviews by handling the logistics and assisting with interview questions and other materials that may be needed by the Board.

Finally, we will contact and inform the candidates not selected by the Board on their final status in this search process.

Step #9: Assist with Forums and/or Campus Visits for the Finalists

If a forum is desired, the CCSS search consultant will facilitate the process, including providing advice on the arrangements for the forum and the evaluation materials for staff and community participants. If the Board desires a site visit to the institution of the recommended candidate, we will coordinate the logistics for this visit.

Step #10: Assist with Contract Negotiations

If desired, we will assist the Board in the contract negotiations with the successful candidate. As retired Chancellors and Presidents, all CCSS consultants have experience in contract development and will lend their expertise as needed at this step of the process.

5. CCSS FEE

Comprehensive search: Our fee for conducting a comprehensive search for the next SMCCD Chancellor is **\$35,000, inclusive of all search consultant expenses including travel expenses.**

Please note that this fee includes all services described in this proposal as well as consultants’ travel expenses to attend meetings and interviews. In addition to covering the consultants’

travel expenses, this fee also includes all of the following CCSS expenses.

- The national and statewide recruitment;
- The targeted recruitment of key candidates in our database;
- Telephone and mailing expenses for recruiting candidates;
- Communicating with District designees;
- Development of search process materials for the search;
- Comprehensive reference reports for up to three finalists;
- Civil/criminal background reports for up to three finalists; and
- Internet searches on up to three finalists.

This fee includes the preparation of up to three comprehensive reference reports on finalists. Each additional comprehensive reference report is \$1,400 each.

Expenses not included in CCSS fees are:

- Position announcement printing (if a print position announcement is desired);
- Candidate travel and expenses;
- All advertising for the positions;
- Search committee incidentals; and
- Costs for interview sites.

To provide the services described in this proposal, CCSS consultants would require the following support from District personnel:

- Make arrangements for meeting rooms and off-campus interview sites;
- Copy materials for meetings;
- Serve as a liaison for communication about meeting times and locations with the Board as needed; and
- Provide campus tours for finalists if desired.

6. CEO SEARCHES COMPLETED BY CCSS SINCE 2014

Year	Community College District	Position
2014 - 2015	Grossmont/Cuyamaca	President, Grossmont College
	Peralta CCD	Chancellor
	El Camino CCD	Superintendent/President
	Contra Costa CCD	President, Los Medanos College
	Siskiyou CCD	Superintendent/President
	Cerritos CCD	Superintendent/President
	Ventura County CCD	President, Moorpark College
2015 - 2016	Grossmont/Cuyamaca	President, Cuyamaca College
	Los Angeles CCD	President, Los Angeles West College
	Kern CCD	Chancellor
	Peralta CCD	Chancellor
	Foothill-De Anza CCD	President, Foothill College
	Rancho Santiago CCD	President, Santa Ana College
	North Orange County CCD	Chancellor
	North Orange County CCD	President, Fullerton College
2016 - 2017	City College of San Francisco CCD	Superintendent/President
	Southwestern CCD	Superintendent/President
	Rancho Santiago CCD	President, Santiago Canyon College
	Lake Tahoe CCD	Superintendent/President
	North Orange County CCD	President, Cypress College
2017 - 2018	San José-Evergreen CCD	President, Evergreen Valley College
	Los Angeles CCD	President, Los Angeles City College
	Coast CCD	President, Golden West College
	Sequoias CCD	Superintendent/President
	Yosemite CCD	Chancellor
2018 – 2019	San José-Evergreen CCD	Chancellor
	Los Angeles CCD	President, Los Angeles Pierce College
	Monterey Peninsula CCD	Superintendent/President
	Coast CCD	President, Orange Coast College
2019-20 <i>Current</i>	San José-Evergreen CCD	President, San José City College

7. REFERENCES

CCSS provided comprehensive executive search services that successfully led to the employment of CEOs in the following Districts and positions:

- Three CEOs in the San José-Evergreen Community College District: Evergreen Valley College President (2017-18); Chancellor (2018-19); and is currently facilitating the comprehensive search for the next President of San José City College.

Dr. Byron D. Clift Breland, Chancellor
San José-Evergreen Community College District
40 S. Market Street, San José, CA 95113
Byron.breld@sjcc.edu, 408.270.6409

- Current Superintendent/President at the Sequoias Community College District (2017-18)

Mr. John Zumwalt, Retired Trustee
Sequoias Community College District (College of the Sequoias)
915 S. Mooney Blvd., Visalia CA 95113
jzumwalt@zumwalt-hansen.com, 559.582.1056

- Two CEOs in the Coast Community College District: President, Golden West College (2017-18) and President, Orange Coast College (2018-19)

Shannon O'Connor-Escudero
District Director, HR, Recruitment & Employment Services
Coast Community College District
SOConnor@cccd.edu, 714.438.4713

- Three CEOs in the Los Angeles Community College District: President, Los Angeles West College (2015-16); President, Los Angeles City College (2017-18); and President, Los Angeles Pierce College (2018-19)

Dr. Francisco Rodriguez, Chancellor
Los Angeles Community College District
rodrigfc@email.laccd.edu, 213.891.2201

- Three CEOs in the North Orange County Community College District: Chancellor (2015-16); President, Fullerton College (2015-16); and President, Cypress College (2016-17)

Ms. Irma Ramos, Vice Chancellor of Human Resources
North Orange County Community College District
1830 W. Romneya Drive, Anaheim, CA 92801
IRamos@nocccd.edu, 714.808.4822

- Current Superintendent/President at El Camino Community College District (2014-15)

Dr. Dena Maloney, Superintendent/President
El Camino Community College District
16007 Crenshaw Blvd., Torrance, CA 90506
dmaloney@elcamino.edu, 310.660.3593 x 3111

- Current Superintendent/President at Southwestern Community College District (2016-17)

Ms. Norma Hernandez, Board member
Southwestern Community College District
619.482.6301

- Current Superintendent/President at Glendale College District (2014-15)

Dr. David Viar, Superintendent/President
Glendale Community College District
DViar@glendale.edu, 818.240.1000 x 5108

APPENDIX: RESUME FOR DR. JOAN SMITH

Higher Education and Search Consultant

(209) 566-5421

joan.smith@ccss.solutions

EDUCATION

- Nova Southeastern University, Fort Lauderdale, FL, Higher Education Management, Ed.D.
- University of Wisconsin-Stout, Vocational Rehabilitation/Rehabilitation Counseling, M.S.
- University of Wisconsin- Stevens Point, Psychology/Sociology, B.S.

ADMINISTRATIVE EXPERIENCE SUMMARY

- Chancellor Yosemite Community College District, 2010-2017
- President, Columbia College, 2007-2010
- Executive Vice President, Student Learning, Ventura College, 2002-2006
- Dean of Business, CTE, Art and Off-Campus Programs, Ventura College, 2000-2002
- Dean of Student Services, Oxnard College, 1997-2000
- Director of Workplace Learning Resource Center, Center for International Trade Development and Contract Education, Oxnard College, 1993-1997
- Institutional Researcher, (one-year grant funded position), Oxnard College, 1991-1992
- Administrative Director, Rehabilitation Center, Northridge Hospital Medical Center, 1997-1980

FACULTY/OTHER PROFESSIONAL EXPERIENCE SUMMARY

- Consultant CCSS, 2018-Present
- Educational Consultant Services to Educational Institutions- Current
- Institutional Effectiveness Partnership Initiative (IEPI) Lead, State of CA, 2015-Present
- Team Chair and Lead Chair of Accreditation, 2007-2016
- Counselor/Instructor DSP&S (Educational Assistance Center), Oxnard College, 1980-1992
- Private Rehabilitation Counselor, Rehabilitation Consultant, Free-Lance Writer, 1986-1992

ADMINISTRATIVE EXPERIENCE DETAIL**Chancellor, Yosemite Community College District, 2010-2017**

Served as the Chief Executive Officer of the Yosemite Community College District (YCCD) responsible for the District's total operation. Served as the advisor to the Yosemite Community College Board of Trustees, administered Board-adopted policies, and represented the Board in its relationships with students, staff, faculty, management, and District residents—responsible for performing all duties of a Community College Chancellor as prescribed by the laws of the State of California and the Board of Trustees.

Provided oversight and coordinated leadership for the YCCD with its two distinctly different colleges. 1) Modesto Junior College with over 20,000 students located in a highly diverse, medium sized city in the San Joaquin Valley, and 2) Columbia College, with approximately 3,500 students, located in a rural Sierra Mountain Foothill community. The Yosemite Community College District

served seven counties in central California.

Accomplishments:

- Led the Yosemite Community College District (via District Council, the District’s participatory governance group) through a revision and update of its strategic planning document/processes. Established a culture of “strategic planning” district wide and a practice of “measurable outcomes.”
- Led Chancellor’s Cabinet, Measure E Bond Update Committee, Citizen’s Bond Oversight Committee and other significant district constituent groups to ensure that the \$326 million Bond facilities measure remained on task and on target with both budget and facilities completion dates. Eleven new buildings were constructed and four were renovated including college/district roadways and pathways projects.
- Led efforts with the Modesto Junior College President to establish MJC as one of the first pilot programs (of the 15 established state wide in California Community Colleges) in implementing a Baccalaureate Degree (Respiratory Therapy).
- Worked with College Presidents, District Office Staff and Board of Trustees in supporting efforts of the college’s self-study reports for accreditation visitations by the Accrediting Commission for Community and Junior Colleges (ACCJC), Western Association of Schools and Colleges (WASC).
- Provided stability to the Yosemite Community College District and a supportive environment for Central Services staff upon the sudden retirement of the prior Chancellor. Further, recruited new presidents and provided support within the context of recognizing the unique qualities of the two colleges and their contributions to the overall District Mission.
- Developed the Yosemite Community College District Leadership Academy for managers and administrators of the colleges and district.

President, Columbia College, 2007-2010

Served as the Chief Executive Officer of Columbia College and was responsible for performing all the duties of a Community College President. Planned and developed the overall academic direction for Columbia College, a small rural college with approximately 3,500 students. Was responsible for the budget as well as the organizational structure of the college. Collaborated with district and college staff in strategic planning of short and long-range goals and objectives, facilities, policy development and resource allocation.

Accomplishments:

- Worked with the college community in facilitating an accreditation visitation and progress report and mid-term report that satisfied the recommendations of the Accrediting Commission for Community and Junior Colleges (ACCJC), Western Association of Schools and Colleges (WASC).
- Worked with the college constituent groups to collaboratively complete an Educational Master Plan that serves as the driver for the college’s integrated planning processes. Due to the college’s limited budget; served as the principal author as well.
- Worked with the college’s appropriate shared governance councils to successfully complete three buildings with bond dollars (Measure E).
- Grew the Columbia College Foundation that provided funds for a full-time Director and support staff from \$1.5 million to over \$7 million in assets.

- Supported college constituency groups to assist with their efforts in Basic Skills through the AWE (Academic Wellness Educators) Committee. Through these college wide efforts, Columbia College was honored as a Hewlett Leader in Student Success in 2008.
- Successfully facilitated a partnership with the Tuolumne County Superintendent of Schools that brought over 4,000 K-12 students to the Columbia College campus for events such as: *“It’s a Jungle Out There,” “Mad About Science,” “Dinner with a Scientist,”* and *“The Westward Quest for Freedom,”* in honor of Black History Month.

Executive Vice President of Student Learning, Ventura College, 2002-2006

Was responsible for integrating instruction and student services programs and serving as both the Chief Instructional Officer (CIO) and the Chief Student Services Officer (CSSO). Oversight included the coordination, supervision and preparation of the schedule of classes, college catalog, course outlines and related materials. Provided direction to a comprehensive student services program, including admissions and records, counseling, recruitment, satellite programs, EOPS, DSP&S, international students, child development center, financial aid, transfer and career planning, matriculation, student activities, athletics, and health services. Supervision of the preparation and submission of instructional and student services operating budgets by the Deans to the President. Additional duties included oversight of research related to student learning; distance education; Title V grants; community education; and economic development.

Accomplishments:

- Served as the Accreditation Liaison Officer for Ventura College with the Accrediting Commission for Community and Junior Colleges (ACCJC), Western Association of Schools and Colleges, and facilitated Ventura College being removed from warning status.
- Honored with the “Distinguished Service Award for a Manager” by faculty and staff for two consecutive years (2004, 2005); for serving as the College’s acting president during transitional periods.
- Honored by the Associated Students of Ventura College with the “Distinguished Service Award for a Manager,” for two consecutive years for student support and mentoring.
- Worked as a team member and lead writer to successfully obtain a grant for the “Alternative Text Production Center,’ which was the only center of its kind in the State. The ATPC provided alternative text such as books on tape and in Braille for CA community college students with disabilities throughout California.

PRESENTATIONS (Selected)

- *“The Significance of the Relationship Between the CEO and CBO,”* California Community College Chief Business Officers Statewide Conference, Keynote Address, May 2013.
- *“Student Success is at the Heart of it All,”* California Community College Chief Instructional Officers Workshop, (Lead) Panel Discussion, April 2012.
- *“Critical Topics in Higher Education—In California Community Colleges,”* Women in Higher Education, Asilomar Leadership Training Seminar, (co-presenter with Dr. Gari Browning), March 2012, March 2013.
- *“Institutionalizing Continuous Quality Improvement,”* California Community College Chief Instructional Officers, Accreditation Workshop, (co-presenter with Dr. Barbara Beno), October 2010.
- *“How to Institutionalize Integrated Planning—From Both a District and College Perspective,”* California Community College Chief Instructional Officers, General Conference, October

2010.

- *“Leading through Change: Sustaining Basic Skills Advances in Tough Times,”* CCLC Pre-Conference, November 2009.
- *“A Policy Discussion: Implications of Successful Basic Skills Programs—Significance of Basic Skill Leadership in Relation to Other Efforts in Student Success,”* Hewlett Leaders Event at Sacramento Area Council of Government, May 2009.
- *“The Right Tools for Successful Planning: Promoting a Culture of Leadership for All,”* RP Research and Planning Group, October 2009.

ACCREDITATION EXPERIENCE (Selected):

- Santa Barbara Community College District, Team Chair, Comprehensive Visit, 2015.
- Saddleback College, So Orange Community College District, Lead Chair, and Team Chair, Comprehensive Visit, 2012.
- Saddleback College, So Orange Community College District, Progress Report, 2013.
- Diablo Valley College, Team Chair, Comprehensive Visit, 2009.
- Cabrillo College, Team Member, Comprehensive Visit, 2007.

COMMUNITY SERVICE/PROFESSIONAL SERVICE (Selected):

- Established partnerships with Stanislaus County Superintendents Office, California State University, Stanislaus, Tuolumne County Superintendents Office, and Calaveras County Superintendents Office, (2007-2017).
- Rotarian, Sonora 49ner, one of the first women to be accepted in this Rotary in 2007.
- Served as a member of the MAESTRO (Music Association in Education) Board, Ojai, CA, 2001-2002.
- Community Volunteer for Adoptive Counseling, Ventura County, 1995-2004.
- Founding Member, Advisory Board for the Ventura County Entrepreneur Academy, 1996.

HONORS (Selected):

- Distinguished Alumni, University of Wisconsin-Stout, Vocational Rehabilitation Program, 2010.
- Honored by Ventura College Faculty and Staff with the “Distinguished Service Award for a Manager,” 2004, 2005.
- Honored with the Ventura College Staff Development Committee’s “Starfish Award,” 2002.
- Honored as an Honorary Member of Alpha Beta Gamma, International Business Honor Society of Community and Junior and Technical Colleges, 2002 and 2008.
- Special recognition from Luxor General Hospital, Luxor, Egypt, for an international service project, 1990.
- Special recognition from the Jaffa Institute, Tel Aviv, Israel, for an international service project, 1990.
- Dissertation utilized as a model by the Albuquerque, New Mexico Adult Education Program for development of a countywide position paper on policies, guidelines and services for a developmental education program, 1990.



Stan Arterberry
CEO / Principal
(707) 567-4402

COO / Co-Principal
(707) 567-4401

BOARD OF TRUSTEES PRESENTATION CHANCELLOR SEARCH SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT

The selection of the Chancellor is the most important employment decision that the Board of Trustees must undertake.

The selection process should involve constituencies from the Colleges' Constituents and Community Representatives. The selection of a new Chancellor is vital to the success of the institution; therefore, the process must never be taken lightly or conducted in haste.

The Board of Trustees must be in charge of the entire selection process. The Board must approve the charge to the Chancellor Screening Committee, the Confidential Statement for the Screening Committee, the Components and Timetable for the Search Process, and the Screening Committee Membership. The timetable for the screening and search process should allow adequate time for recruitment, screening, and interviewing of candidates with involvement of appropriate stakeholders, while adhering to a reasonable time frame.

The Board of Trustees shall define the leadership needs of the District/Colleges; and enumerate the expected duties, responsibilities, qualifications, and personal qualities desired in a new Chancellor. The position announcement/brochure will be based on these criteria and submitted to the Board of Trustees for review and approval. The position will be advertised and applications collected. The Screening Committee will paper screen the applications and forward a Board designated minimum number of candidates in unranked order to the Board of Trustees. The Board of Trustees may choose to interview any candidate in the applicant pool.

Primary Objectives

1. Hire the best candidate to serve as your next Chancellor of the San Mateo County Community College District.
2. Employment to start July 1, 2020.

Our firm is prepared to assist the Board with accomplishing these objectives. If selected, Arterberry Blue & Associates, LLC will partner and act as staff for the Board of Trustees and Vice Chancellor, Human Resources & General Counsel (or designated District staff); and handle all aspects of the search process as outlined in our proposal.

Arterberry Blue & Associates is an Executive Search and Educational Consulting firm established as Arterberry & Associates in 2008. In 2016, it was expanded and became Arterberry Blue & Associates, LLC continuing to specialize in assisting Community Colleges with executive searches and providing educational consulting, including Board and CEO goal setting and evaluation. We will partner with the Vice Chancellor, Human Resources & General Counsel (or designated District staff) and the Search Committee to identify and recruit highly qualified candidates for Chancellor based on the qualifications identified in the recruitment brochure.

Why should you hire the Arterberry Blue & Associates Executive Search Firm?

When hired, we will not pursue any additional full searches for other colleges or districts; and devote our exclusive attention to the Search for the Chancellor of the San Mateo County Community College District.

We will bring the following added value to the entire search process by working closely with your Vice Chancellor, Human Resources & General Counsel (or designated District staff) and the Chancellor Search Committee by providing the following services:

1. Personal outreach to qualified candidates through in-person contact, telephone contact, letters of invitation, and nomination requests from highly regarded professionals in the field of education.
2. Targeting outreach to attract candidates from other California Community College Districts, as well as, candidates from across the United States from other Community Colleges, Four (4) year Colleges and Universities, and private and public institutions.
3. Screening and narrowing the field of candidates to those that most closely match the needs of the District based on extensive reference checks and personal interviews with candidates, and sending search correspondence to candidates throughout the process.
4. Overseeing all aspects of the recruitment process, assisting the search committee as necessary, including the first level screening of the resumes, and assisting with the Semifinal interviews.
5. Safeguarding the integrity and confidentiality of the search process.
6. Handling internal and external political issues that may face the Search Committee.
7. Guiding and assisting with the Final Interview process.
8. Conducting in-depth reference and verifications checks on the Finalist candidates, including education verification, Department of Motor Vehicle check, wants and warrants, civil and criminal litigation search. The results of these verifications will be discussed with the Board of Trustees at the appropriate time.

9. Frequent updates to the Board of Trustees and the District Liaison to the Consultant, throughout the recruitment process.

Final Objectives

- Hire the best candidate to serve as your next Chancellor of the San Mateo County Community College District.
- Employment to start July 1, 2020. However, we advise to never let a start date be the determining factor of your hiring decision.

Why Do Some Community College CEO Searches Fail?

- Failure to expose the opportunity to the right audience
- Disagreement within the organization relative to expectations for the next CEO
- Too large a gap between the level of qualifications desired in a new CEO and the institution's ability to adequately remunerate the CEO for her/his level of expertise
- Lack of an adequate timetable for the search process
- Failure of the institution to focus on recruiting top candidates rather than on eliminating less qualified individuals
- Lack of effective reference and background checking
- Ineffective negotiating

See Attached Samples of Documents from Previous Searches

1. Search Committee Binder Outline
2. Early Alert
3. Letter of Invitation to Apply
4. Letter of Invitation to Nominate
5. Sample Confidential Report
6. Sample Reference Report

Providing Educational Consulting Services Since 2008

18231 W. Rancho Court, Litchfield Park, AZ 85340
Fax: (623) 251-7790



Stan Arterberry
CEO / Principal
(707) 567-4402

Deborah G. Blue, Ph.D.
COO / Co-Principal
(707) 567-4401

Search Committee Chancellor West Valley-Mission Community College District Table of Contents

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- Section 3. Tentative Timeline*
- Section 4. Search Committee Charge*
- Section 5. Ground Rules*
- Section 6. Confidentiality Statement*
- Section 7. EEO Training
- Section 8. Candidate Credential Review
- Section 9. Sample Interview Questions
- Section 10. Search Committee Profile

**Requires Board of Trustees review and approval.*



West Valley - Mission
Community College District

West Valley College

Mission College



Chancellor

EARLY ALERT

Outstanding Career Opportunity

The Board of Trustees of West Valley - Mission Community College District has announced that Chancellor Patrick Schmitt will retire effective June 30, 2019.

Arterberry Blue & Associates is assisting the Board in its search and selection process. A Chancellor Search Committee is currently being formed. We anticipate the position will be announced January 28, 2019. The new Chancellor is expected to start July 1, 2019.

Interested candidates are strongly encouraged to contact Stan Arterberry or Dr. Deborah G. Blue at Arterberry Blue & Associates to inform them of their interest. Stan may be contacted at 707-567-4402 and Deborah may be contacted at 707-567-4401 for additional information.



Arterberry Blue & Associates, LLC
Executive Search Services • Educational Consulting

Stan Arterberry
CEO / Principal
(707) 567-4402

Deborah G. Blue, Ph.D.
COO / Co-Principal
(707) 567-4401



Stan Arterberry
CEO / Principal
(707) 567-4402

Deborah G. Blue, Ph.D.
COO / Co-Principal
(707) 567-4401

Dear _____ :

Your name was given to us as a potential candidate for the position of **Chancellor, West Valley-Mission Community College District**. Arterberry Blue & Associates is assisting West Valley-Mission Community College District in the recruitment for this position. We firmly believe that you will find this position an excellent professional opportunity.

The District is composed of two colleges: West Valley College in Saratoga and Mission College in Santa Clara. Together they enroll more than 17,375 students with diverse backgrounds. Courses are taught during day, evening, and weekend hours, in addition to online courses and distance learning. More than 1,525 faculty and staff work for the District, which has a budget exceeding \$135,287,206 dollars. The District's Service Area includes the cities of Santa Clara, Saratoga, San Jose, Campbell, Los Gatos, Sunnyvale, Cupertino and parts of Santa Cruz County. In November 2018, the voters of the District approved a \$698,000,000 general obligation bond. This was the third bond measure passed in the last fourteen (14) years for the District.

The Trustees, assisted by a diverse and inclusive Advisory Search Committee, have identified and articulated a number of characteristics desired in the District's next Chancellor. The Trustees expect the new Chancellor to provide strong leadership in a variety of areas while working collaboratively in a true model of shared governance. If you are interested, we encourage you to submit your application documents for consideration through the District's online employment site.

The Trustees are prepared to offer a highly competitive compensation package. Benefits provided by the District include employer-contributed medical, dental and vision for the employee and eligible dependents; employer-paid long-term disability and district-provided life insurance. In addition, the District offers a voluntary 403B plan, EBS 457 deferred compensation plan, and Cal PERS or Cal STRS retirement planning options. This is a confidential search and will be handled as such until strong mutual interests exist and current references need to be checked. As the closing date for the submission of an application is March 15, **2019**, we urge you to apply as soon as possible. Further details are provided in the attached brochure.

Please feel free to contact either Stan Arterberry at (707) 567-4402 or Dr. Deborah G. Blue at (707) 567-4401, if you have any questions. We will be happy to talk with you anytime, including evenings and weekend to maintain confidentiality.

On behalf of the Board of Trustees of West Valley-Mission Community College District we hope you will find this to be an outstanding Community College District Leadership opportunity.

Sincerely,

Stan Arterberry

Dr. Deborah G. Blue

Providing Educational Consulting Services Since 2008

18231 W. Rancho Court, Litchfield Park, AZ 85340
Fax: (623) 251-7790



Stan Arterberry
CEO / Principal
(707) 567-4402

Deborah G. Blue, Ph.D.
COO / Co-Principal
(707) 567-4401

Dear :

As a leader with interest in and knowledge of the educational field, we would like to ask your assistance in recommending potential candidates that may be interested in an outstanding career opportunity. Arterberry Blue & Associates is assisting West Valley-Mission Community College District in the recruitment for the position of **Chancellor of the West Valley-Mission Community College District**.

The District is composed of two colleges: West Valley College in Saratoga and Mission College in Santa Clara. Together they enroll more than 17,375 students with diverse backgrounds. Courses are taught during day, evening, and weekend hours, in addition to online courses and distance learning. More than 1,525 faculty and staff work for the District, which has a budget exceeding \$135,287,206 dollars. The District's Service Area includes the cities of Santa Clara, Saratoga, San Jose, Campbell, Los Gatos, Sunnyvale, Cupertino and parts of Santa Cruz County. In November 2018, the voters of the District approved a \$698,000,000 general obligation bond. This was the third bond measure passed in the last fourteen (14) years for the District.

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Your nominee may contact either Stan Arterberry at (707) 567-4402 or Dr. Deborah G. Blue at (707) 567-4401, if they have any questions. We will be happy to talk with them at any time, including evenings and weekends to maintain confidentiality.

On behalf of the Board of Trustees of West Valley-Mission Community College District we hope your nominee will find this to be an outstanding Community College District Leadership opportunity.

Sincerely,

Stan Artererry

Deborah G. Blue, Ph.D.

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WEST VALLEY-MISSION COMMUNITY COLLEGE DISTRICT

CHANCELLOR Reference Report

Candidate:

Reference Check Process

Calls will be placed to references identified by the candidate and to additional references selected by the Search Consultant. Phone calls will be conducted with individuals to gather information concerning the candidate's character, ethics, leadership ability, management skills, professional experience, and ability to perform the duties of the Chancellor, West Valley-Mission Community College District.

References Provided by Candidate

The references provided by the candidates will be identified by name, title and relationship to the candidate.

References Selected by Search Consultant

These references will be identified and provided by the Search Consultant. References will be identified by name, title and relationship with candidate.

Reference Overview

A summary narrative based on the comments received from the references identified above.

Job Knowledge & Strengths Relative to the Position

A summary narrative of the candidate's employment knowledge and known strengths in relationship to the position.

Known Weaknesses/Controversaries

A summary narrative of any known weaknesses or controversies that may impact the candidate's ability to perform the responsibilities of the position.

Search Consultant Recommendation

The Search Consultant will provide a professional recommendation based on information gathered through the reference checking process.

This Report is Highly Confidential and Not for Discussion or Distribution

CONFIDENTIAL CANDIDATE REPORT

WEST VALLEY-MISSION COMMUNITY COLLEGE DISTRICT

CHANCELLOR

CANDIDATE: NAME

Current Position:

- Current Title, Employer and Dates of Employment

Prior Employment

- Previous Positions, Employers and Dates of Employment

Education Verification:

- University, City, State
Field of Study/Major:
Degrees Earned and Dates Awarded

Background Check and Credit Check (for last 7 years):

- **Criminal Record:** Criminal County Search (7-Year Address History) Name of Counties and States where records were found.
- **Civil Litigation:** Civil County Search (5-Year Address History) Name of Counties and States where records were found.
- **Federal Criminal Record:** District Search (7-Year Address History) Name of Districts and States where records were found.
- **DOJ Sex Offender Record Search:** Records found.
- **Driver's License:** State Driver's License # with Expiration Date and Record.
- **Social Media:** Please see attached Social Media Background Check.



**SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT**

**Proposal Submitted to
San Mateo County Community College District**

**To Assist with the Executive Search for
the Chancellor**

September 6, 2019

Submitted by:

Julie Golder, J.D.

Association of Community College Trustees

1101 17th Street NW, Suite 300

Washington, DC 20036

(202) 384-5816 (Mobile) | jgolder@acct.org

Fax: (202) 452-7845

www.acctsearches.org



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ORGANIZATIONAL PROFILE

Founded in 1972, the Association of Community College Trustees (ACCT) is a national nonprofit educational association based in Washington, DC that represents more than 6,500 trustees who govern over 1,200 community, technical, and junior colleges. ACCT helps to strengthen the capacity of these institutions to accomplish their missions through effective board leadership, education, training, advocacy at local, state, and national levels, and exemplary search services.

With 45-plus years of experience as the only national nonprofit organization dedicated to providing services to community college boards, ACCT has successfully completed over 500 searches for chief executive officers, including chancellors and presidents. Focusing on two-year public community and technical colleges, we are uniquely able to provide comprehensive search assistance, recruitment of a diverse and high-quality pool of candidates, and guidance on an efficacious process to the Board of Trustees, Search Committee, and District.

As the leading national association that serves governing boards, ACCT has the built-in capacity to conduct a comprehensive national recruitment endeavor to bring the most qualified leaders to San Mateo County Community College District (SMCCCD or District). Our full range of services - education, training, conferences, consultations, and advocacy - enables us to build sustainable, collaborative relationships with trustees and understand their institutions from multiple perspectives, thereby strengthening our ability to assist in identifying an institution's new leader.

ACCT Searches has a highly qualified team of experts dedicated to supporting the chancellor search for San Mateo County Community College District. ACCT is unlike other organizations in that we use a team approach for conducting all searches. The ACCT Searches team brings a powerful combination of a keen understanding of community and technical colleges and hands-on experience in higher education leadership. Furthermore, ACCT Searches prides itself on ensuring that its team is accessible to the Board, candidates, and community members throughout its searches, with a high degree of responsiveness to any questions or concerns.

San Mateo County Community College District will have access to our leading national expertise and advanced understanding of best practices in search services. We will work closely with the Board of Trustees and Search Committee to meet the unique needs of this upcoming chancellor search. With a strong tradition of supporting student success and enhancing the community's economic development, identifying competitive candidates who fit with SMCCCD's distinct culture is essential. Our recruitment is highly-tailored to meet the specific chancellor position requirements of SMCCCD. ACCT's national office will leverage our full arsenal of resources and our vast network of current and former leaders in community, state, and technical colleges around the nation for the search.

ACCT's consistently cited strengths include:

- ACCT's ability to attract high-quality candidates -- particularly those who might not respond to an advertisement -- from both two- and four-year colleges/districts/systems.
- ACCT's reputation for professionalism and equity ensure that a national pool of candidates will be broadly inclusive.
- ACCT's unique position within the national community college culture gives ACCT a clear advantage in providing a highly effective recruitment effort.
- ACCT has a proven record of recruitment of minority and female candidates.
- ACCT's structured search practice ensures both internal and external constituents that the process is open and fair, and that the final candidate selected is the best from a national field.

ACCT is the only nonprofit professional search consulting organization that:

- Focuses exclusively on the community college sector.
- Has a 45-plus year history of providing these services to governing boards of community colleges, state systems, and districts throughout the country.
- Has completed over 500 successful searches for executive officers including college presidents, chancellors, campus presidents, vice presidents, and deans.
- Provides comprehensive in-depth background and reference reports on candidates.
- As a national association, has an extensive community college national network.

Networking Capacity & Additional Resources

ACCT boasts an extensive database of over 12,000 community college and university administrators. Our personnel frequent national higher education events, including but not limited to: our own two national conferences, the ACCT Leadership Congress and the National Legislative Summit, both attended by hundreds of presidents and trustees annually; the American Association of Community Colleges Annual Convention; the National Conference on Race & Ethnicity in American Higher Education; and the American Council on Education's Annual Meeting, where staff continuously network and often present sessions.

SCOPE OF WORK

The role of the ACCT Searches Team and Lead Search Consultant is, in part, to facilitate the development of consensus throughout the search. Our process builds confidence in the outcome and ensures the quality of the work performed by engaging the Search Committee in every step. The ACCT search process is designed to respond to the selection and support services needed by San Mateo County Community College District. Our process is also flexible, allowing it to be

tailored for the District's individual circumstances, ensuring a high level of quality and compliance with the guidelines established for chancellor searches. Furthermore, our recruitment of candidates is national in scope. As the national service organization for community college governing boards throughout the country, we are positioned to have a deep and broad knowledge of both established and emerging leaders across the nation. Our recruitment efforts will include the region and state. Through targeted one-to-one recruitment, we will reach out directly to leaders who would be well-suited to SMCCCD. Additionally, we will send out information about the position to leaders throughout the country via our extensive blast email distribution list.

The following is a description of ACCT's executive search process approach and methodology. ACCT will work directly with the Board of Trustees, Search Committee, and the District to ensure the search process and deliverables demonstrate a commitment to excellence.

Search Organization and Planning

ACCT will...

- Work closely with the Board to assess organizational culture and the future direction of the institution, outline an overall process, and provide expert search guidance and best practice national standards in search services.
- Provide expert guidance to the Board and Search Committee throughout the search process.
- Provide orientation to the members of the Search Committee on their roles and responsibilities, as well as the search process itself.
- Maintain the confidential nature of the selection process.
- Work closely and consistently communicate with the Board and Search Committee members on all phases of the search process.
- Provide progress reports that can be shared with the District community.
- Work closely with the District on arrangements for meetings, interviews, campus visits, websites, etc.

Search Committee Development

ACCT will...

- Advise the Board on the selection and appointment of members of the Search Committee.
- Facilitate initial meeting of the Search Committee to introduce members to each other and familiarize them with their roles and responsibilities.
- Assist the Board and Search Committee in identifying applicants that best meet the position criteria and qualifications for a short list.
- Assist with the development of an interview format and candidate questions.

Institutional Analysis and Profile Review

ACCT will...

- Facilitate open public forums to gather information from constituents regarding the challenges and opportunities facing the institution, as well as the ideal characteristics, skills, competencies, and abilities of candidates for the chancellor position.
- Use an online survey instrument to gather additional information from constituents (optional).
- Utilize information from research, interviews and discussions with the Board and key internal and external constituencies to help develop a comprehensive Chancellor Profile.
- Assist in developing an inclusive search process which will engage District constituents.
- Assist the Board in the development of criteria for selection.

Marketing and Advertising Strategy

ACCT will...

- Provide advertising and marketing guidance regarding the position and the search process.
- Assist with the development and placement of print and online advertisements in *The Chronicle of Higher Education* and other state and national media, publications, and websites.
- Work with the public information/human relations office to design a web page for the District website containing important information about the search.
- Prominently feature the position and place a link on www.acctsearches.org, a dedicated national search website.
- Nationally broadcast the position electronically to over 12,000 community college and university administrators, as well as government, military, and business and industry leaders who have shown interest in community college leadership.
- Utilize contemporary social media for professionals such as LinkedIn, etc.

Recruitment of Candidate Pool

ACCT will...

- Work to identify excellent candidates representing diverse backgrounds through a broad marketing and communication strategy, including but not limited to personal recruitment, social media, and national advertising.
- Directly contact potential candidates and strengthen the pool by recruiting candidates who have a proven track record of success and who fit the Chancellor Profile.
- Prominently feature the position and actively recruit at national gatherings/meetings including the American Association of Community Colleges (AACC) Annual Meeting and Presidents' Academy, American Council on Education (ACE) Fellows Program, African American Presidents' Roundtable, National Conference on Race and Ethnicity in American Higher Education (NCORE), and other appropriate higher education gatherings, conferences and meetings.

- Solicit nominations and applications through outreach to higher education leaders and ACCT's large database of potential candidates.
- Determine interest and seek nominations through direct correspondence to presidents, chancellors and senior staff at community and technical colleges.
- Feature the search on the District website and the ACCT dedicated searches website for the duration of the search.

Facilitation of Application Review by Search Committee Members

ACCT will...

- Utilize a confidential application review portal customized to the needs of the search, which will allow Search Committee members to securely access applications anywhere and at any time during the review period.
- Provide Search Committee members with individual portal log-in credentials to ensure the confidentiality of the review process.
- Provide technical assistance with a high level of responsiveness.

Candidate Evaluation and Screening

ACCT will...

- Facilitate the discussion with the Search Committee in the review and evaluation of applications and the selection of semifinalist candidates.
- Provide the first review of applicant curriculum vitae and resumes, and forward to the Search Committee.
- Facilitate interviews of top candidates with the Board of Trustees.
- Provide assistance in semifinalist and finalist interviewing (semifinalists can interview in person or via videoconference). This includes working with each institution on logistics and assisting the Board and Search Committee on the drafting of appropriate interview questions.
- Assist with logistics and facilitate campus visits for candidates selected as finalists.
- Assist the Board with a site visit to the final candidate's current campus.
- Provide oral in-depth reference reports on final candidates to the Board.

Facilitation of Appointment

ACCT will...

- Provide the Board of Trustees with up-to-date information on finalist contracts and compensation packages.
- Work with the Board to present candidates to the public.
- Work with the Board to extend job offer to the top candidates or successive top candidates.
- Work with the Board to negotiate, facilitate and finalize the offer acceptance for the hiring of the new chancellor.
- Provide expert advice and a plan for successful transition of the new chancellor.

- ACCT will work with the Board until a placement is made.

Our promise to San Mateo County Community College District: In the event of employment termination of the selected candidate within one year, ACCT will redo the search with no additional search fee. However, the District will be responsible for travel costs, reference reports, etc. that are involved with the subsequent search.

Reference Reports

In-depth summary reference reports are developed on all final candidates and presented orally to the Board. In conducting in-depth reference checks, ACCT's reference consultants will speak directly with individuals who are now, or who have been in the recent past, in a particularly good position to observe and evaluate the candidate's performance. In-depth summary reference reports include information obtained from supervisors, subordinates and colleagues from current and previous institutions, and include individuals who are not on the candidate's own list. Candidates' qualifications and achievements are examined in relation to the specified requirements of the position. These references and evaluations are combined to provide frank, objective appraisals.

Responsive Communication

One of the ACCT search's primary ingredients is communication. Regular progress reports are drafted by the ACCT Lead Search Consultant on behalf of the Board and distributed by the Search Liaison to internal and external constituents via the District website. The Consultant also communicates with the Board President by telephone on a regular basis.

The Consultant will notify applicants of their status at each step in the process and will notify semifinalists and finalists of their selection. Candidates selected as semifinalists and who will be interviewed are contacted and their formal permission to contact references is obtained.

At the completion of the search, all the semifinal candidates receive a personal thank you, and members of the Board receive an evaluation form with which they provide feedback on ACCT's search services. ACCT handles all contact with the candidates until a final candidate is selected. Formal rejection letters are generally not sent until the successful conclusion of the search. At the completion of the search, all applicants are informed about the outcome.

Confidentiality

ACCT understands that maintaining sensitivity and confidentiality is a critical part of a successful search, and we emphasize its importance throughout the search process. All individuals involved in the provision of search services for ACCT, including search and reference consultants, are

pledged to honor the ACCT confidentiality policies, to respect the confidentiality of District information, and to protect each candidate's personal and professional goals and current position. In an ACCT search, unless mandated by state Sunshine or Open Information laws, the confidentiality of a candidate is maintained until the candidate agrees to return to the institution as a finalist.

Commitment to Diversity

ACCT is committed to fostering the advancement of community colleges, in part, by applying principles of equity and diversity within their organizations and promoting these values within member colleges.

This responsibility can be achieved best when colleges are governed and led by individuals who are attuned to the fact that programs designed for a multicultural student population can help them overcome an environment where discrimination and poverty can serve as deterrents to social and educational mobility, and economic prosperity.

Community colleges are the most diverse and inclusive segment of higher education in the United States. These colleges serve a larger proportion of women, African Americans, Asian/Pacific Islanders, Hispanics/Latinos, Native Americans, LGBTQ students and students with disabilities than any other segment of higher education. Therefore, community colleges are uniquely positioned to foster an environment that honors, respects, and embraces the variety of students attending the nation's colleges and universities. And as such, they have been entrusted with creating educational environments that are safe, respectful, and responsive; and, where the potential of students can be attained at the highest level possible.

ACCT will work to identify excellent candidates representing diverse professional, ethnic, and cultural backgrounds through a broad marketing and communication strategy, including but not limited to personal recruitment, social media and national advertising. Our pools are competitive and diverse – they provide real choice to the Search Committee and Board.

Technical Approach

The ACCT Search Consultant will work with the Board of Trustees to provide a plan that is customized to the needs of the San Mateo County Community College District chancellor search.

	Tasks	ACCT Services/Deliverables	Activities
<u>SMCCCD Board of Trustees</u>	<ol style="list-style-type: none"> 1. Define process for conducting search 2. Review and approve Chancellor Profile 3. Conduct final interviews, review background information, visit campus of final candidate 4. Select, negotiate contract and make appointment of new chancellor 	<ol style="list-style-type: none"> 1. Assist in defining steps, timeline, approach for search, and be available to the Board 2. Coordinate calendar of activities with the Board 3. Keep Board President informed 4. Provide Board with draft Chancellor Profile 5. Provide search advice 6. Provide contract & compensation advice/information 7. Provide extensive background information – oral report 8. Provide advice on public/press announcements 	<ol style="list-style-type: none"> 1. Board Meeting 2. Issue a report to the District 3. Approve Chancellor Profile 4. Receive regular reports at meetings of the Board 5. Conduct final stage of search, including interviews of finalists, campus visit of final candidate (optional) 6. Negotiate contracts 7. Make appointments
<u>SMCCCD Internal Constituents</u>	<ol style="list-style-type: none"> 1. Provide input on Chancellor Profile 2. Make nominations 3. Participate in open public forums for final candidates 	<ol style="list-style-type: none"> 1. Prepare draft Chancellor Profile 2. Accept nominations and comments by email from all District constituencies 3. Provide advice on format and visit of final candidates 4. Prepare monthly progress report to keep the District informed 	<ol style="list-style-type: none"> 1. Hold public open forums 2. Post Chancellor Profile and contact information on District's and ACCT's web pages 3. Host campus visits 4. Provide input to Board on all candidates
<u>Search Committee</u>	<ol style="list-style-type: none"> 1. Review the Chancellor Profile 2. Review applications, interview candidates and recommend candidates to Board 3. Maintain confidentiality 	<ol style="list-style-type: none"> 1. Work closely with the Board/Search Committee 2. Provide search process training 3. Suggest format for reviewing, rating and discussing all applications 4. Recommend semifinalists 5. Assist with interview questions 	<ol style="list-style-type: none"> 1. Review and rate confidential applications 2. Select semifinal candidates 3. Interview semifinal candidates (confidential interviews; conducted in person or via videoconference)
<u>Search Liaison</u>	<ol style="list-style-type: none"> 1. Assist with preparation for all tasks in coordination with ACCT Search Consultant 2. Arrange all meetings 3. Distribute progress reports 4. Coordinate visits to campus 5. Provide support to the Board President and full Board 	<ol style="list-style-type: none"> 1. Provide guidance on all aspects of the search 2. Maintain regular contact with the Search Liaison and work closely in preparation of correspondence, reports, files 3. Communicate with all candidates or follow up on nominations 4. Process applications 	<ol style="list-style-type: none"> 1. Handle logistics for all meetings and visits to the campus 2. Distribute regular progress reports 3. Post position on web page 4. Post advertisements 5. Assist with travel for all candidates

ACCT PERSONNEL

ACCT Searches has a highly qualified team of experts dedicated to supporting San Mateo County Community College District in its chancellor search.

Principal



Julie Golder, J.D., Vice President of Search Services, has led over 100 senior executive searches for community and technical colleges throughout the country. Julie provides oversight for ACCT's searches, assists with recruitment efforts, manages reference reports, and provides support to ACCT's Search Consultants. Before joining ACCT, Julie served as a law clerk for the U.S. Senate Finance Committee. She received a Bachelor of Arts in communications from the University of Central Florida and a Juris Doctor from the University of Montana's School of Law.

Lead Search Consultant

The role of the ACCT Lead Search Consultant is, in part, to facilitate the development of consensus throughout the search. The ACCT Lead Search Consultant responds to the support services needed for the chancellor search for SMCCCD, tailoring the process to accommodate individual circumstances. The Consultant works closely with the Board of Trustees and Search Committee to outline an overall process, set a timeline, and keep all constituencies consistently informed.

The ACCT Lead Search Consultant will make three visits to the institution for the search. Site visits to the institution for a chancellor search may include:

- Initial meeting with the Board of Trustees for guidance on process, timeline, etc.
- Facilitation of an initial meeting of the Search Committee to orient members to each other and to their roles and responsibilities.
- Conducting open forums: gathering information from interviews and discussions with key internal and external constituencies to help develop a comprehensive Chancellor Profile.
- Facilitation of discussion in reviewing applications and selection of the confidential semifinalists.
- Provision of assistance in semifinalist and finalist interviewing, i.e. facilitation of interviews of top candidates with the Board of Trustees.
- Preparing/presenting a candidate summary report and evaluation, and recommending those candidates most clearly qualified. Summary reference reports are developed on all final candidates and are presented orally to the Board of Trustees.

ACCT has a deep and broad team of consultants, including:



Bruce Leslie, Ph.D., Navy veteran and Chancellor Emeritus of The Alamo Colleges District, retired October 1, 2018, concluding a 42-year career as a senior executive in community college systems. As Chancellor, of the Alamo Colleges District, he led five individually accredited colleges of various sizes, 5 regional centers, a \$1 billion budget, 6,000 employees and a student enrollment of over 65,000 credit and another 25,000 continuing education, distance learning and workforce students each semester. As a result of his leadership, the Alamo Colleges District received numerous state and national awards, most noteworthy, the 2018 National Malcolm Baldrige Quality Award for Performance Excellence; the only community college system to ever receive this Presidential level award. Concurrently, The Aspen Institute named Alamo Colleges-Palo Alto College among the top ten community colleges in the nation and NICHE recognized Alamo Colleges-Northwest Vista College as best in Texas, 6th in the nation. The District also received several Texas Star Awards; a record four National Bellwether Awards, several sustainability and state and national operational and fiscal performance awards, including four Texas Awards for Performance Excellence and recognition as a National Achieving the Dream Leader College.

Dr. Leslie has served community colleges of all sizes becoming President of Onondaga Community College in Syracuse, NY in 1984. In 1996, he became Chancellor of the Connecticut Community-Technical College System leading twelve individually accredited colleges and then Chancellor of Houston Community College System leading six colleges (the sixth established during his administration) and passing the first General Obligation bond in the district's history.

Leslie earned his bachelor's degree from Baldwin-Wallace College in Ohio, master's degree from Sam Houston State University in Texas, and Ph.D. in Higher Education Administration from the Community College Leadership Program at the University of Texas at Austin. Leslie, his wife Cheryl and their three children each attended community colleges.

Leslie has been active in each community, serving on the Boards of the area chambers of commerce, manufacturing associations, youth and adult leadership programs, United Way, Salvation Army, bioscience and entrepreneurship organizations and various jobs councils. His international experience is extensive. Most recently, Leslie collaborated with the Mayor of San Antonio and County Judge to establish SAWorks, to increase skills talent in Central Texas. Leslie served on the national board of the American Association of Community Colleges, the Association of Talent Development as Treasurer, the Council for Adult and Experiential Learning as treasurer and as past president of RC-2020, an international organization of urban community college CEO's.

Dr. Leslie's many recognitions include the inaugural FranklinCovey "Trim Tab" Leadership Award; the National Higher Education Excellence in Diversity Award; Association of Community College Trustees Eastern Region and Western Region Chief Executive Awards and Charles Kennedy Equity Award; the San Antonio Business Journal C-Suite Award, the Phi Theta Kappa Leadership Award, the AARP Pinnacle Award for Service to Hurricane Katrina Evacuees, the Houston Hispanic Forum Leadership Award, the African Americans in Higher Education in Connecticut Association President's Award, and the Diversity Leadership Award from the Syracuse Center for the Healing of Racism. Leslie was named a Distinguished Alumnus of the University of Texas at Austin in 1990.

Leslie's skills include board development and board/CEO relations, partnership development, workshop facilitation and employment, the Malcolm Baldrige Quality program, FranklinCovey resources, especially 4DX, employee leadership development, collective bargaining, strategic planning and international development.

Leslie and his wife, Cheryl, are the parents of three children and eight grandchildren and both are actively engaged in community service.

Additional consultants are available upon request.

Reference Consultants/Reference Checking

ACCT also maintains a seasoned team of reference consultants to assist with confidential reference checks and background investigations. In-depth summary reference reports are developed on all final candidates and presented orally to the Board of Trustees. ACCT's reference consultants will speak directly with individuals who are now, or who have been in the recent past, in a particularly good position to observe and evaluate the candidate's performance.

In-depth summary reference reports include information obtained from supervisors, subordinates and colleagues from current and previous institutions, and include individuals who are not on the candidate's own list. Candidates' qualifications and achievements are examined in relation to the specified requirements of the position. These references provide frank, objective appraisals.

CONTINUING SUPPORT FOR NEW CHANCELLORS

ACCT is committed to the success of the new chancellor of San Mateo County Community College District even after the search is completed. To support a successful tenure, ACCT will reach out to the Board President for three-month and six-month "check-ups" to assess how the new chancellor is meeting the expectations of the Board and District, as well as determine how ACCT can potentially be of further support in establishing an effective Board-CEO relationship.

ACCT also offers an optional transitional retreat service, three to four months into the tenure of a new chancellor. This transitional retreat is designed to provide the Board with valuable information on chancellor on-boarding best practices.

SERVICE GUARANTEE

The ACCT search process is designed to respond to the selection and support services needed for executive searches for San Mateo County Community College District. The process ensures a commitment to integrity, confidentiality, and clear communication. The Board of Trustees and Search Committee can be sure ACCT's search process is comprehensive and supported to meet the needs of the District and community.

Thank you for allowing ACCT to submit this proposal to San Mateo County Community College District. If you have any questions, please contact me at:

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Association of Community College Trustees
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**Minutes of the Regular Meeting of the Board of Trustees
San Mateo County Community College District
April 24, 2019, San Mateo, CA**

The meeting was called to order at 3:00 p.m.

Board Members Present: President Maurice Goodman, Vice President Karen Schwarz, Trustee Richard Holober, Trustee Dave Mandelkern, Trustee Thomas A. Nuris

ANNOUNCEMENT OF CLOSED SESSION ITEMS FOR DISCUSSION

President Goodman said that during Closed Session, the Board will (1) hold a conference with legal counsel regarding two cases of anticipated litigation as listed on the printed agenda, (2) consider public employee discipline, dismissal, release, (3) hold a conference with labor negotiator as listed on the printed agenda, (4) consider ratification of confidential district warrants, and (5) conduct a public employee performance evaluation as listed on the printed agenda.

PUBLIC COMMENTS ON CLOSED SESSION ITEMS ONLY: None

RECESS TO CLOSED SESSION

The Board recessed to Closed Session at 3:02 p.m.

RECONVENE TO OPEN SESSION

The Board reconvened to Open Session at 6:15 p.m.

Board Members Present: President Maurice Goodman, Vice President Karen Schwarz, Trustee Richard Holober, Trustee Dave Mandelkern, Trustee Thomas A. Nuris, Student Trustee Gabriela Topete Eng Goon

Others Present: Chancellor Ron Galatolo, Chief Financial Officer Bernata Slater, Skyline College Vice President of Student Services Angélica Garcia, College of San Mateo President Michael Claire, Cañada College President Jamillah Moore, District Academic Senate President Leigh Anne Shaw

PLEDGE OF ALLEGIENCE

President Goodman said today is Administrative Professionals Day. He thanked all administrative professionals in the District for their work.

ANNOUNCEMENT OF REPORTABLE ACTION TAKEN IN CLOSED SESSION

President Goodman said the Board approved confidential District warrants. He said the Board will return to closed session at the conclusion of the open session to continue consideration of the remaining items as listed above.

DISCUSSION OF THE ORDER OF THE AGENDA: None

STATEMENTS FROM EXECUTIVES AND STUDENT REPRESENTATIVES

Chancellor Galatolo said Alan Miller, who was a Programmer Analyst in the ITS Department, passed away unexpectedly. He said Mr. Miller will be sorely missed and asked that the Board adjourn this meeting in his memory.

Juyi (Johnny) Yang, President of the Associated Students of Cañada College (ASCC) and Vice President Gabriela Ramirez presented the student report. They reported on two housing initiatives:

- International Housing – students are grateful to the District for working with them in fall 2018 to develop a thorough process and new form for resolving student home-stay issues and educating students about home-stay guidelines.
- Emergency Housing – surveys indicate that 470 Cañada College students are homeless/housing insecure. The Student Senate reviewed campus data and spoke to many students living in their cars. They currently are creating a list of places students can park safely with access to restrooms. Students presented the idea of an emergency housing room on campus to Chancellor Galatolo. ASCC fully supports housing being built on campus for students.

President Yang and Vice President Ramirez highlighted the following fall 2018 and spring 2019 ASCC events: participation in the Redwood City Fourth of July parade; Campus Movie Fest; LatinX Celebration; 50th Showcase; Black Excellence; Demystifying Social Media and Sexual Harassment; and First Mobile Night. Students attended the National Student Leadership Conference and NASPA Conference and will attend the upcoming National Conference on Race and Ethnicity. President Yang and Vice President Ramirez outlined Student Senate highlights. The Senate provides free printing for students, \$1.00 per ride bus tokens, subsidized meal bundles and a child care resource list. The Senate hosted an Alternative Spring Break, during which students sorted and packaged food for Second Harvest Food Bank. President Yang and Vice President Ramirez said student leaders have learned that they must acknowledge and challenge privilege, that student voices can actually lead to change, and that students can truly give back to the community. They thanked Misha Kealoha, Student Life and Leadership Manager, for her leadership and support.

STATEMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS

None

PRESENTATIONS TO THE BOARD BY PERSONS OR DELEGATIONS

REPORT ON ACTIVITIES OF PHI THETA KAPPA CHAPTERS AT CAÑADA COLLEGE, COLLEGE OF SAN MATEO AND SKYLINE COLLEGE (19-4-3C)

Dalila González Mejía, Co-President of Beta Zeta Nu, the Cañada College PTK Chapter, said PTK Honors in Action projects are research-based projects in which students collaborate with administrators to address a need in the community. Beta Zeta Nu's latest project focused on behavioral economics and how it can make a difference in terms of bolstering student success rates via student participation in programs that are already in place, such as the Bridge to Opportunities peer mentoring program and STEM Ambassadors.

Anna Mokkaapati, Beta Zeta Nu Vice President of Scholarships, said the Chapter's College Project tested student knowledge on Student Learning Outcomes (SLOs) and faculty compliance with SLOs. To do this, students gathered evidence to establish whether the college met Accreditation Standard 2A. Ms. Mokkaapati said Beta Zeta Nu received a Distinguished College Project award and a Continued Excellence award. It was also named the fifth most distinguished chapter nationwide out of 1,400 chapters.

Ariana Davarpanah, new president of the PTK Chapter at College of San Mateo, said the Chapter previously received a Distinguished Honors in Action project award and a Distinguished Theme award. They are now working on their newest Honors in Action project.

CONTEMPORARY CONVERSATION REGARDING RACE, CLASS, GENDER, PRIVILEGE AND EQUITY (19-4-4C)

President Goodman said the topic for this discussion is disability resources and services for students with special needs. Dr. Aaron McVean, Vice Chancellor of Educational Services and Planning, said the colleges' Disability Resource Centers are an important part of the commitment to equity and student success.

Max Hartman, Dean of Counseling at Cañada College, said serving students with disabilities is equity work and he is pleased that the Board is including it as part of the ongoing discussion on race, class, gender, privilege and equity. He said education can and should be the solution to close societal gaps and the work being done on the campuses can serve as a model for addressing inequities. Dean Hartman said counselors at the three colleges work every day with students with disabilities through an interactive process that modifies the educational environment so that students can succeed to the best of their abilities.

Melissa Matthews, Counselor and Coordinator for the Disability Resources Center (DRC) at Skyline College, highlighted three areas that serve students with disabilities at the college:

1. Guiding Your Path to Success (GPS): Funded by a President's Innovation Fund grant, GPS supports students as they go from high school to college, a transition which can be particularly challenging to students with disabilities.
2. High satisfaction rates: A recent satisfaction survey of students and faculty, mandated by the State Chancellor's Office as part of program review, indicated that 94 percent of student respondents strongly agree or agree that the DRC contributed to their success and that the DRC provided a welcoming environment.

3. Focused math support: Recognizing that math can be a barrier in terms of college completion, the college offers one-on-one intensive math tutoring, as well as a class focusing on skills and strategies in the affective domain of math.

Carol Newkirk, Director of the Disability Resource Center at College of San Mateo, said the results of the satisfaction survey for College of San Mateo indicate that 95.2 percent of respondents feel that the DRC provides a welcoming and positive environment, makes it comfortable to request services, is responsible for students with disabilities and contributed to their success. Faculty responses were also very favorable. Ms. Newkirk said she is particularly proud of the survey results because the program has had a 29 percent increase over the last three years and it can be difficult to scale a program with such rapid growth. There has also been a 43 percent increase over the last three years in assistive technology and alternative media. Ms. Newkirk outlined some of the assistive technology products used to help students and ensure equity and inclusivity.

Regina Blok, Interim Director of the Disability Resource Center at Cañada College, said the college's DRC offers the same services described by colleagues from College of San Mateo and Skyline College. She said the DRC is noticing more requests to have service animals in the classroom and faculty have been supportive of this. She highlighted trainings and in-service programs, particularly with regard to the autistic population which has grown exponentially and currently represents eight to nine percent of DRC students. Ms. Blok said the student satisfaction survey indicates a 99 satisfaction rate. The faculty survey will be administered next week.

Tina Watts, Faculty Coordinator for the Child Development Center at Skyline College, said the area of expertise in the Child Development Centers at both Skyline College and College of San Mateo is early intervention and assessment. All children in the programs receive developmental screening upon entering, at 60 days and every six months. The Centers provide home visiting and conferences on a regular basis as well as referral to community agencies when there are suspected delays or when parents have concern about some aspect of their child's development. Staff also meet regularly with support services and participate in individual family service plans or individual education plans. Representatives from support services, such as Occupational Therapy, Physical Therapy and Applied Behavior Analysis, come into the classrooms and work with staff to make sure there are enough resources and appropriate curriculum to meet children's needs. President Goodman noted that the early childhood educators are very well versed in supporting parents.

President Claire said the services offered at the colleges for students with disabilities or learning differences make a tremendous difference. He said this is definitely an equity issue.

Student Trustee Topete Eng Goon said the DRCs do an excellent job in making sure students get appropriate help. She said she appreciates the work they do with veterans, particularly those with traumatic brain injuries and post-traumatic stress disorder.

Vice President Schwarz said the presentations were excellent. She said it saddens her that educational institutions beyond community college do not continue to offer the same services to students. She complimented the Child Development Centers on continuing to help parents with their struggles as the population of children needing services has increased.

Dr. Angélica Garcia, Vice President of Student Services at Skyline College, said race and class can have an impact on placing students on tracks without recognition of their academic abilities. She said this is an equity issue and the colleges are doing good work trying to rectify it.

Trustee Holober said the work being at the colleges is vital and life changing. He asked the presenters to think about what more the Board can do to support their work.

President Goodman thanked the presenters. He said the Board is committed to continuing the discussions on race, class, gender, privilege and equity.

ADOPTION OF RESOLUTION NO. 19-6 IN RECOGNITION OF NATIONAL AUTISM MONTH (19-4-100B)
It was moved by Vice President Schwarz and seconded by Trustee Mandelkern to adopt Resolution No. 19-6. The motion carried, all members voting Aye.

NEW BUSINESS**APPROVAL OF PERSONNEL ITEMS: CHANGES IN ASSIGNMENT, COMPENSATION, PLACEMENT, LEAVES, STAFF ALLOCATIONS AND CLASSIFICATION OF ACADEMIC AND CLASSIFIED PERSONNEL (19-4-2A)**

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

RE-EMPLOYMENT OF CONTRACT AND REGULAR FACULTY FOR THE 2019-20 ACADEMIC YEAR (19-4-3A)

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

APPROVAL OF CONSENT AGENDA

President Goodman said the consent agenda consists of Board Reports 19-4-1CA through 19-4-4CA. It was moved by Vice President Schwarz and seconded by Trustee Nuris to approve the items on the consent agenda. The motion carried, all members voting Aye.

Other Recommendations**ADOPTION OF RESOLUTION NO. 19-7 HONORING DR. REGINA STANBACK STROUD AND NAMING HER AS “PRESIDENT EMERITA” OF SKYLINE COLLEGE (19-4-101B)**

It was moved by Vice President Schwarz and seconded by Trustee Holober to adopt Resolution No. 19-7. The motion carried, all members voting Aye.

APPROVAL OF REVIEW AND REVISIONS TO BOARD POLICIES: 1.45 AGENDAS FOR MEETINGS; 1.60 RULES OF ORDER FOR BOARD MEETINGS; 2.06 BOARD POLICIES AND ADMINISTRATIVE PROCEDURES (19-4-102B)

It was moved by Trustee Nuris and seconded by Trustee Holober to approve the revisions as detailed in the report. Vice Chancellor/Chief of Staff Mitchell Bailey said minor changes are recommended for Policy 1.45 and no edits are recommended for Policy 1.60. He said a minor, technical update is recommended for Policy 2.06; because position titles can change and/or the positions can be vacant, the recommendation is that all policies will reference only the “Chancellor (or designee)” as the responsible party for implementing Board policies and developing administrative procedures. The motion carried, all members voting Aye.

INFORMATION REPORTS**REVIEW OF BOARD POLICIES: 1.01 DISTRICT MISSION; 1.35 BOARD MEMBER CONDUCT; 1.50 MINUTES OF MEETINGS (19-4-5C)**

Policy 1.01, District Mission: Vice Chancellor Bailey said a thorough review and discussion of this policy is warranted, including an added emphasis on equity. However, in light of the accreditation cycle and the fact that the policy is due for review in accordance with the six-year cycle specified in Board policy, staff recommends approving the minor edits at this time. In the future, staff recommends that the District Mission be reviewed every three years in conjunction with the strategic planning process. In addition, it is recommended that it be reviewed annually through the participatory governance process.

Trustee Mandelkern asked if the mandatory annual review would add significantly to the District Participatory Governance Council’s workload. Vice Chancellor Bailey said the Council discussed this issue and is very comfortable with the approach, believing that it will help focus the group and add perspective to the other things they do. District Academic Senate President Leigh Anne Shaw, who is co-chair of the District Participatory Governance Council, agreed that the Council is comfortable with the annual review. She said it will provide a more intentional approach in general. Student Trustee Topete Eng Goon said the student members of the Council agree with the need for an annual review and feel strongly about adding more focus on equity, which the colleges have already added to their missions.

1.35, Board Member Conduct: Vice Chancellor Bailey said the two recommended edits deal with the accreditation standard regarding the Board speaking with one voice and with coordination of the Board speaking to the media, which has been discussed over time.

Trustee Holober said he disagrees with the first sentence in the recommended new language in item #4: “Members of the Board will coordinate with the Chancellor on any requests from media seeking comment about issues pertaining to Board or District matters.” He said he believes Board members by and large exercise a reasonable and balanced amount of self-censorship in dealings with the media. He said he believes there is a point at which it becomes an infringement on their rights as individual elected officials. For example, he received calls and had candid conversations during his campaign for re-election to the Board and it would have been stifling if he had to coordinate with the chancellor.

President Goodman said he would support striking all of the language in the proposed item #4 because he believes Board policy already states that the Board President shall speak on behalf of the Board. Trustee Mandelkern said this has been the practice but it might not be stated in a policy. He said he believes it is good policy to have the Board President speak to the media on behalf of the Board unless the President gives approval for another trustee to have the conversation. Trustee Mandelkern said he informs the Chancellor or Chief of Staff if he has received an inquiry that should be addressed by the District as well. He said he believes the issue involves advising the administration rather than having them speak for the Board or going through them before the Board can speak.

President Goodman said Dr. Stephanie Droker, Senior Vice President of the Accrediting Commission for Community and Junior Colleges, recently stated her belief that a Trustee who is not the President should not express his/her point of view either before or after a vote is taken. President Goodman said that before any revisions to the policy are approved, he believes legal advice should be sought on what a Board member can say before the Board votes on an item. Vice Chancellor Bailey said staff will seek legal counsel. He said staff will also determine whether there is current policy language designating the Board President as being the spokesperson for the Board.

Trustee Mandelkern said he believes it is important to delineate between decisions that have been reached by a vote of the Board versus discussions prior to a vote. He said he believes Dr. Droker’s statement that a Board member speaking to the media prior to a vote might be a violation of the Brown Act is a misinterpretation of the law. Trustee Mandelkern said Accreditation Standard IV.C.2 states, “The governing board acts as a collective entity. Once the board reaches a decision, all board members act in support of the decision.” He said this statement is simpler and less prescriptive than the proposed language in item #3 and he would like to see the language in the standard followed more closely in the policy. Student Trustee Topete Eng Goon said her understanding of the Brown Act concern is that when a Board member speaks with the media prior to a vote on an issue that is likely to come before the Board, it may be interpreted as sending a message to fellow Board members about how that trustee is going to vote and potentially attempting to influence the votes of other members.

Student Trustee Topete Eng Goon expressed concern about whether the student trustee discussing a decision with the District Student Council (DSC) a decision that has already been made by the Board would violate the policy on speaking as one voice. Trustee Nuris said he believes it would be appropriate for the student trustee to report back to the DSC and to discuss the impact of the decision. However, he said he believes it would be best for students and any others to come to Board meetings when they see items of concern or interest on the agenda and express their opinions before a decision is made.

Trustee Mandelkern said that speaking as one voice affects elected Board members as well because they all represent different constituencies in the community. He said the student trustee is expected to support decisions as part of the Board in the same way as all Board members.

Vice President Schwarz said that if all Board members do not stand together once a vote is taken, all is lost and discord goes out into the community. She said she believes the student trustee should explain the vote of the Board but not advocate against it. She said there is opportunity for everyone to come to Board meetings to express their views and there are also ways to reach individual Board members. Student Trustee Topete Eng Goon said her intention is not to suggest that the student trustee would say that he/she is opposed to the vote. However, she said it is not always logistically possible for the DSC, which is composed of students from each of the campuses, to meet after the board packet is published and before the date of the meeting. Therefore, when the student trustee reports back to the DSC on decisions, the students might raise points and express opinions that were not considered prior to the Board’s vote. Trustee Mandelkern said he is not opposed to having other opinions brought back to the Board, but agreed that it would be more effective to bring concerns before a vote is taken.

President Goodman said it is important that student trustees feel they can do their job without fear of being removed because of their stance or because of being seen as an agitator. He added that if he opposes a decision of the Board on moral grounds, he will not respect or support it. He said that is a choice that each Board member must make.

Returning to the discussion on the proposed new policy language, Trustee Holober said he believes the language in Accreditation Standard IV.C.2 covers the issue of speaking with one voice and should be used in place of the new language in item #3. He said this connects to the next agenda item regarding board meeting minutes in that detailed minutes shed light on how and why Board members decided to cast their votes the way they did. He said this goes beyond a Board member stating that his/her vote speaks for itself and allows the press to get an idea of how the Board arrived at a decision.

Chancellor Galatolo said his understanding is that for item #3, the language in the accreditation standard will be followed more closely. He said two options have been proposed with regard to item #4: strike the language altogether or revise to read:

Members of the Board will coordinate with the Board President on any requests from media seeking comment about issues pertaining to Board or District matters. Individual members of the Board shall not speak on behalf of the Board or the District unless authorized by the Board President to do so.

President Goodman said he does not object to keeping this modified language in the policy. Trustee Mandelkern suggested adding language about informing the District regarding media requests.

Trustee Holober said the new proposed language is related to accreditation concerns. He suggested deleting the proposed new language in items #3 and #4 and simply stating that the Board will act in accordance with Accreditation Standard IV: Leadership and Governance. Trustee Mandelkern agreed with this suggestion.

It was agreed that Vice Chancellor Bailey will bring this policy back at a future meeting and include options based on the Board's discussion.

Policy 1.50, Minutes of Meetings: Vice Chancellor Bailey said the minutes are very detailed and not in compliance with the Board's policy on minutes, Robert's Rules of Order or the City Clerks Association of California's *Guidelines for Preparing Minutes for Governmental Agencies*. He said the proposed changes reflect the current standard practice of documenting actions of the Board, i.e. the "what" versus the "how."

Trustee Holober said he finds the current method of presenting minutes extremely useful and does not support the changes. He said he has used the detailed minutes to track and review the history on a number of items. He added that there are no guidelines for public education that are similar to the City Clerks Association's guidelines.

Trustee Nuris he believes the purpose of minutes is to record actions of the Board rather than documenting everyone's thoughts. He said the preparation of detailed minutes takes a great deal of staff time. He said meeting agendas are public documents and the media and members of the public can attend and hear what everyone has to say. In addition, anyone can request to receive an audio recording of a meeting. Trustee Nuris said the Board could decide to extend the length of time that audio recordings are preserved beyond the current thirty days.

Vice President Schwarz said change is difficult but she believes that having a recorded documentation of a meeting is the most accurate format and makes better use of staff's valuable time. She said she supports the proposed revisions and is open to extending the length of time that audio recordings are stored.

Trustee Mandelkern said the minutes are not a verbatim transcript. He said he believes the minutes are currently well done and the format is useful for purposes of review. He said he does not understand the motive for the suggested revisions and asked if it is overwhelming to prepare the minutes in the current format. Chancellor Galatolo said the current method of preparation takes a substantial amount of time. Ginny Brooks, Executive Assistant to the Board, confirmed that the preparation is very time consuming. She said that because the current format includes transcribing the comments of individual Board members, it is important to record their statements accurately and requires listening to the recording of the meeting several times while preparing the minutes.

Student Trustee Topete Eng Goon suggested that the policy maintain the statement allowing a Board member, including the Student Trustee, to request that the reason for his/her vote be included in the minutes.

Trustee Mandelkern said he believes the District could be more transparent and he believes that broadcasting meetings would increase transparency. Trustee Holober said the last item in the City Clerks Association's document makes a distinction between whether or not meetings are being recorded and are available to members of the public: "The legislative body may wish to choose more substantive (summary) minutes if there's no archival audio/video backup recording available of its proceedings. If audio/video recording is available for future reference, minute notations can be more limited (action)." Maxine Turner, a member of the public, said she believes transparency is key. She said holding an audio recording for 30 days does not give the public adequate access. She said that if a change is made in the format of the minutes, she believes it should be accompanied by a substitute such as livestreaming.

Trustee Nuris reiterated that he considers the purpose of minutes to be the reporting of actions. He said that to include all comments almost verbatim goes beyond the scope of what minutes should contain. He said anyone can attend the public meetings and the District is not hiding anything. Trustee Nuris said audio recordings are available and could be stored for a longer time. Vice President Schwarz agreed that the Board exercises transparency and does not turn anyone away. She said that having almost verbatim minutes does not serve the intent of Government Code 53232.3(d): "Members of a legislative body shall provide brief reports on meetings. . ." She said she supports a move to briefer minutes and is open to keeping the audio recordings for a longer time. Trustee Holober said the District is governed by the Education Code rather than the Government Code and he does not believe the Education Code includes similar language.

President Goodman said he agrees that there should not be verbatim minutes but that there should be some compromise, whether it be livestreaming or making files available online. He said he believes the Board should send a supportive message to staff about a reasonable workload and he believes the current workload regarding the reporting of minutes is not reasonable. President Goodman said he agrees with making changes to the policy but said this should come at the same time as a parallel policy on the recording and archiving of meetings. He asked that both items be brought back simultaneously for discussion at a future meeting.

DISCUSSION OF 2019 COLLEGE INSTITUTIONAL SELF-EVALUATION REPORTS (ISERS) (19-4-6C)

Vice Chancellor McVean said the processes used to create the ISERS were discussed at a previous study session. He said the ISERS presented at this meeting are in draft form and the final ISERS will be brought for consideration of approval at the July 24 meeting.

President Moore said that in order to maximize the potential of student success, Cañada College has rededicated itself to the critical cycle of data-informed strategic planning, guided by the insights and shared learning of the previous cycle. She said everyone involved worked collegially and collaboratively to address all of the requirements of Accreditation Standards I through IV and to look at areas of continuous improvement. Significant reform efforts include Guided Pathways, collaboration on the District strategic plan, replication of the CUNY Accelerated Study in Associate Programs (ASAP) and Promise Scholar models, and full implementation of AB705 to make sure students are enrolled in college level math and English. President Moore said she believes Cañada College has met all of the standards and is on the right path.

President Claire said he is pleased with the process College of San Mateo used to create the ISER. He said there was ample opportunity for the college community to comment on the accuracy of the ISER. He said he is confident that the college has met all of the standards. President Claire said the goal of accreditation visiting teams is to help the colleges and each of the colleges will receive recommendations in this spirit. He said College of San Mateo is not concentrating on graphic design for the ISER as the ACCJC has stated it does not want pictures but wants an emphasis on substance.

Vice President Garcia said each of the colleges engaged in multifaceted work to produce the ISERS. She said Skyline College is proud of the tri-chair model which promoted participation by faculty, staff and administrators. She said the ISER highlights the good work that is taking place at Skyline College on teaching and learning. She said there is a direct connection to the District strategic plan and the statewide Vision for Success, while maintaining Skyline College's mission to empower and transform a global community of learners. Vice President Garcia said she is confident the all of the standards will be met and that some will be exceeded.

Vice President Schwarz thanked all of the presenters. She particularly complimented College of San Mateo for including an informative and engrossing twelve minute audio summary of the ISER on its accreditation website.

DISCUSSION ON STUDENT HOUSING (19-4-7C)

Chancellor Galatolo said this topic has come before the Board previously and a white paper on the topic was presented at the Board's annual retreat in March. He said staff also gathered data on other community colleges' programs at the request of the Board.

Vice Chancellor Bailey said eleven California community colleges offer student housing and almost all are in rural areas. Nine of the eleven run the housing programs themselves and the other two use outside providers. Student housing at Columbia College is privately run through a lease agreement with the college. The Cerro Coso Community College Foundation owns and operates the student housing at the Mammoth campus. In addition, Santa Rosa Junior College, which had student housing at one time in the past, has released plans for a \$43 million complex which is designed to be a public/private partnership with a national student housing corporation.

Vice Chancellor Bailey said the experiences of the colleges with which he has communicated have been largely positive and have enabled the colleges to recruit and maintain students. The majority of issues revolve around disputes between students who share rooms. Trustee Holober said he appreciates the information about other colleges' experiences. He said he would like additional information on how the housing is paid for and who is served.

Chancellor Galatolo said the best way to address the issue of student housing is to ask what problem the District is attempting to solve. He said the greatest issues for international students are housing and transportation. These students generally have the ability to pay for housing but appropriate home stays are becoming more and more difficult to find. Housing is also a major issue for some domestic student populations, particularly foster youth and formerly incarcerated youth who do not have the financial resources to pay for housing. One solution to help these domestic students would be to draw from the general fund and take money away from the entire domestic student population. Another solution, which has been discussed previously, would be to have international students pay a fair rate for housing units and free up other units that could be provided to vulnerable students at low or no cost. Chancellor Galatolo said this combined solution would provide workable outcomes for student populations who otherwise have both transportation and housing problems. He said staff seeks direction from the Board on whether staff may continue to explore economic models and report back at a future meeting.

Andrew Young of the Associated Students of College of San Mateo said forty percent of undergraduates in the United States are educated by community colleges. In California, 2.1 million students attend community college and three out of ten individuals between the ages of 18 and 24 are enrolled in community colleges. Mr. Young said he believes community college students should lead by example and support the bill that would allow students who are housing insecure to sleep in their cars on campus until a housing project can be utilized. He said he believes this is a viable short-term solution.

Trustee Mandelkern said he appreciates the report that provided data on how some other districts are addressing the issue of student housing. He said he believes everyone recognizes the vast need for housing on the campuses but it should be addressed in a thoughtful and sensible manner. He said he is confident that the District knows how to plan and develop projects. However, he said a myriad of policy issues have not yet been addressed, such as how units would be allocated, how roommates would be assigned, how disputes would be resolved, whether part-time students would be eligible, whether there would be co-ed or single gender pods, etc. Trustee Mandelkern said he would like staff to come back with detailed proposals on policy issues before moving forward and he hopes this can be done quickly. He said that in the meantime, he believes short-term steps should be taken to more quickly meet the needs of students, such as Assemblymember Berman's Assembly Bill 302.

Vice President Schwarz said she feels the need to move forward with developing student housing and is confident that policy issues can be addressed at the same time, as they have been with the employee housing. She said she does not want to mix this issue with the conversation about temporary solutions. She said potential short-term solutions require a detailed conversation which she believes should take place separately.

Trustee Nuris said he agrees that these issues need to be addressed as soon as possible. He said the District can continue to seek information from others who have already offered student housing. He said the administration is asking for direction from the Board and he supports moving forward on exploring student housing and bringing additional information back to the Board.

Trustee Holober thanked Mr. Young for his comments. He said part of the starting point around the discussion was the issue of homelessness among District students and he would like to see the District find a way to begin to address this problem. He said he is concerned about coming back to an idea that has been floated more than once but about which the Board has yet to hear any of the economics, e.g. who would be served, the cost of the project, and who would pay. He said the Board has been told that the District was approached by a wealthy individual who has an interest in housing construction and wants to team with the District to build student housing. He said he would like to dissect that proposal because the District has had some good partnerships and some that have not worked out so well. He said he would like to have a third party expert review of all of the implications and to look at an array of options rather than just one in which an individual might work around particular targeted populations for tax advantage purposes.

Student Trustee Topete Eng Goon thanked Chancellor Galatolo for working closely with students and including them in the conversation. She said she is an international student, has moved six times in four years, and has found herself sleeping in her car. Moving forward, she said she would like to see a breakdown of the percentages of international students and domestic students who would be offered housing. She said she believes it is important that international students get a fair deal while still helping to subsidize vulnerable populations. Student Trustee Topete Eng Goon said there are good resources in the community that address housing and educate people about fair housing practices.

Trustee Mandelkern said there is a difference between providing housing to students versus faculty and staff in terms of the maturity of the renters and other issues. He said there are also different models to consider, such as apartment based models and dormitory based models. He said he is also interested in the ratios of populations. He said he is concerned about economically impacted students who cannot afford housing and this could include incarcerated youth, foster youth, veterans and students suffering from housing insecurity, as well as some international students. He said he believes the residents of San Mateo County are the District's core constituency.

President Goodman said there have been discussions about housing for both international and domestic students for some time and it is commendable that the conversation is taking place. He said sleeping in cars is a reality for some District students. He said a temporary solution can go on for too long if long-term solutions are not considered at the same time. President Goodman said the problem is a countywide issue and not one that a community college district should shoulder on its own. He said the District's students belonged to a community before they came to the colleges and those communities should be accountable and share responsibility for them. He said officials at the city, county and state levels must be held accountable and focus on real solutions such as navigation centers and perhaps opening school gyms. He said that when elected officials do not take responsibility, there is the perception that the message is, "We don't want to see you; go sleep on the campus." President Goodman said that if Assemblymember Berman's bill passes, it needs to be accompanied by funding and students must be provided with additional resources and services.

President Goodman said Student Trustee Topete Eng Goon requested that the conversation on Assemblymember Berman's bill be placed on the agenda for a Board meeting as a focus of the series on contemporary conversations regarding race, class, gender, privilege and equity. However, it was not included under that category because there was not enough time to make sure that students were aware of the topic and that Assemblymember Berman or his representative could be present.

Trustee Mandelkern said he believes it is important to move forward with solutions as quickly as possible. He said that opening gyms might be a better solution than having students sleep in their cars in parking lots. He said he recognizes that these are not permanent solutions but he cannot feel good knowing that there are students who are looking for places to park their cars, some of which might not be safe. He said he believes short-term and permanent solutions must be discussed simultaneously.

Trustee Mandelkern said that at the Board study session of April 10, he reported Assemblymember Berman's consternation at news story from KTVU Channel 2 with a quote stating, "This approach is one the District's Board of Trustees explored in 2018 and concluded that it was not a dignified, humane or appropriate solution to best serve the housing needs of at-risk students." He said he has determined that the quote came from the white paper prepared by the administration. He said he does not agree with this statement. He said Board members expressed strong feelings and agreed to continue the discussion but did vote on any proposal. Therefore, the quote does not represent an official position of the Board.

Chancellor Galatolo said the District's core competency is educating students. He said one short-term solution could be for student services to introduce and refer students to providers of services in the community whose core competency is

to provide such services. Chancellor Galatolo said staff ran numbers and determined that the cost of opening a parking lot to allow students to sleep in cars would be in excess of \$7 million annually, including costs for security, restroom facilities, issues around ADA accessibility and operational issues. Chancellor Galatolo said that when he first came to the Board asking to explore student housing, the intent was to address the needs of the most vulnerable students, some of whom do not even have cars. He said his request was to come back not only with information on developers, but with potential policies, mixture of students, fees, etc. He said there are now six developers who are interested and he would like to bring back options if the Board gives direction to do so. Trustee Mandelkern said he does not agree with the cost figures provided by Chancellor Galatolo because he is aware of other entities that have opened parking lots at a lower cost. Chancellor Galatolo said public agencies have a different set of regulations they must follow.

Vice President Schwarz said she is in favor of moving forward and receiving additional information and data. She said vulnerable students are often susceptible to others who would do them harm, such as human traffickers.

Trustee Mandelkern said he believes Board members have always been open to receiving proposals but want more detailed information to inform their decision and want to hear more than one option. He agreed with the need to get other agencies involved, but noted that they also are dealing with the housing crisis throughout the County.

Trustee Holober said the option brought to the Board previously involved having international students who are able to pay for housing subsidize the cost of housing for needy domestic students. He said he would like to make sure the Board is aware of all of the dimensions of this option as well as other options that may be brought forward.

Chancellor Galatolo said there are many options. He said there must be a way to pay for student housing and he is attempting to leverage resources and make the housing cost-effective.

Trustee Nuris said it is clear that the Board is giving direction to move forward and develop a plan that is consistent with what Chancellor Galatolo outlined and which addresses the needs of the Board in order to evaluate the plan properly.

Student Trustee Topete Eng Goon said she would like to see the conversations continue. She asked that the District Student Council continue to be included. Chancellor Galatolo said students have been amazing on the issue of food insecurity and the wonderful initiatives could not have come to fruition without their involvement.

President Goodman summarized the discussion on District student housing by saying the Board would like a clear understanding of the mix of students, comparison of working with a non-profit versus for-profit developer, the motivation in terms of which populations of students to serve, and how need would be determined in terms of geographic area, by college, etc.

DISCUSSION ON NAMING OF FACILITIES (19-4-8C)

President Goodman said that during the recent event honoring former Trustee Tom Mohr and Sandy Mohr, Congresswoman Jackie Speier suggested renaming Cañada College in honor of Tom Mohr. President Goodman said he was then approached by faculty and staff at Cañada College who support this idea. He said the college Academic Senate subsequently placed the item on a meeting agenda. Chancellor Galatolo said the process for awarding honorary degrees, which is a similar proposal, is usually initiated by the college. He said that in this case, staff would like to determine if there is interest on the part of the Board to pursue the item. If so, it would go back to the college community to work through the process. President Goodman said that if this moves forward, he, Chancellor Galatolo and President Moore would comprise the committee that would work to bring a recommendation to the Board.

Vice President Schwarz said she was approached some time ago by a Cañada College faculty member who talked about renaming the college because of the confusion caused by its name. She agreed that the college must be involved in the conversation.

Trustee Holober said he will not speak to the specific proposal, but will speak to the current Board policy. He said the policy was developed several years ago when the question of the naming of a facility was raised in connection with a major donor. The policy was modeled after policies of other government agencies, including the City of San Mateo. Trustee Holober said he believes it is a good policy which allows for consideration when a former employee or trustee has been separated for a minimum of five years. He said he believe this gives time for more reflection and time to look

from the perspective of dispassionately analyzing the lasting impact. He said he does not believe the current policy should be revised. He said there will be a time when this discussion would be appropriate.

Trustee Mandelkern said he believes there is value in the passage of time as it allows for a sense of perspective and for unemotional discussions of pros and cons. He said he believes five years is a reasonable length of time and he is comfortable with the current policy.

President Moore said the Cañada College Academic Senate met on the question of renaming the college for Tom Mohr and had a robust conversation. She said Academic Senate President Hyla Lacefield reported that the Senate will continue the discussion in the fall to allow time for more input from the campus community, including students.

President Goodman said the Board will allow the Cañada College Academic Senate to go through its process and will take the item up again at the conclusion of the Senate's actions.

COMMUNICATIONS: None

STATEMENTS FROM BOARD MEMBERS

Student Trustee Topete Eng Goon said an event on Human Trafficking was held today at College of San Mateo. She thanked Vice President Schwarz for attending and said her presence was greatly appreciated by students. She said this is an important topic and the next goal is to have an event held at Skyline College.

Trustee Holoher said the State Legislature is currently considering a package of bills that would address abuses in the student loan industry. One of the bills would extend the same rights as people have when they take out mortgages. He said he will bring more information if the Board is interested in considering the question and perhaps taking action. President Goodman asked that Trustee Holoher provide additional information to the Board.

Vice President Schwarz said she is proud of students for bringing forward the issue of human trafficking. She provided each member of the Board a handout from the bay area anti-trafficking coalition.

President Goodman thanked Student Trustee Topete Eng Goon for her guidance and leadership. He assured her that a discussion of Assemblymember Berman's bill will be on the next meeting agenda. He advised her to feel free to reach out to Board members if she would like a trustee to attend an Associated Students meeting.

RETURN TO CLOSED SESSION

The Board returned to closed session at 9:50 p.m. to continue consideration of the items listed on the printed agenda.

RECONVENE TO OPEN SESSION/ANNOUNCEMENT OF REPORTABLE ACTION TAKEN IN CLOSED SESSION

The Board reconvened to open session at 11:03 p.m. President Goodman said the Board voted unanimously to terminate the employment of the Vice Chancellor of Human Resources and General Counsel.

ADJOURNMENT

The meeting was adjourned by consensus at 11:05 p.m. in memory of Alan Miller.

Submitted by

Michael Claire, Secretary

Approved and entered into the proceedings of the September 11, 2019 meeting.

Karen Schwarz, Vice President-Clerk

**Minutes of the Special Closed Session of the Board of Trustees
San Mateo County Community College District
May 3, 2019, San Mateo, CA**

The meeting was called to order at 9:35 a.m.

Board Members Present: President Maurice Goodman, Vice President Karen Schwarz, Trustee Richard Holober, Trustee Dave Mandelkern, Trustee Thomas Nuris

ANNOUNCEMENT OF CLOSED SESSION ITEMS FOR DISCUSSION

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

STATEMENTS FROM THE PUBLIC ON CLOSED SESSION ITEMS ONLY

None

RECESS TO CLOSED SESSION

The Board recessed to Closed Session at 9:36 a.m.

RECONVENE TO OPEN SESSION

The Board reconvened to Open Session at 11:20 a.m.

REPORT OF ACTION TAKEN DURING CLOSED SESSION

President Goodman said the Board took no action during closed session.

ADJOURNMENT

The meeting was adjourned by consensus at 11:22 a.m.

Submitted by

Michael Claire, Secretary

Approved and entered into the proceedings of the September 11, 2019 meeting.

Karen Schwarz
Vice President-Clerk

**Minutes of the Regular Meeting of the Board of Trustees
San Mateo County Community College District
May 15, 2019, San Mateo, CA**

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

Board Members Present: President Maurice Goodman, Vice President Karen Schwarz, Trustee Richard Holober, Trustee Dave Mandelkern, Trustee Thomas A. Nuris

ANNOUNCEMENT OF CLOSED SESSION ITEMS FOR DISCUSSION

President Goodman said that during Closed Session, the Board will (1) hold a conference with legal counsel regarding two cases of anticipated litigation as listed on the printed agenda, (2) consider public employee discipline, dismissal, release, (3) conduct a public employee performance evaluation as listed on the printed agenda, and (4) hold a conference with labor negotiator as listed on the printed agenda.

STATEMENTS FROM THE PUBLIC ON CLOSED SESSION ITEMS ONLY: None

RECESS TO CLOSED SESSION

The Board recessed to Closed Session at 5:02 p.m.

RECONVENE TO OPEN SESSION

The Board reconvened to Open Session at 6:12 p.m.

Board Members Present: President Richard Holober, Vice President Maurice Goodman, Trustee Dave Mandelkern, Trustee Thomas Mohr, Trustee Karen Schwarz, Student Trustee Gabriela Topete Eng Goon

Others Present: Chancellor Ron Galatolo, Chief Financial Officer Bernata Slater, Skyline College President Regina Stanback Stroud, College of San Mateo Dean Andreas Wolf, Cañada College President Jamillah Moore, District Academic Senate President Leigh Anne Shaw

PLEDGE OF ALLEGIENCE

ANNOUNCEMENT OF REPORTABLE ACTION TAKEN IN CLOSED SESSION

President Goodman said the Board approved the dismissal of a probationary employee.

DISCUSSION OF THE ORDER OF THE AGENDA

President Goodman said there is a request to remove Item 19-5-2C, Presentation of Skyline College Academic Senate's "A Student-Ready Resolution," from the agenda.

President Goodman announced that Aaron McGregor, a cosmetology student at College of San Mateo, passed away recently. He asked that this meeting be adjourned in his memory.

STATEMENTS FROM EXECUTIVES AND STUDENT REPRESENTATIVES

Chancellor Galatolo said the Governor released his May Revise on May 9. He asked Chief Financial Officer Bernata Slater to provide a brief update. CFO Slater said the proposed revisions include:

- Funding the second year of the College Promise Program
- Continued implementation of the Student Centered Funding Formula with adjustments to refine the definition of a transfer outcome to the student success allocation
- Extending the "Hold Harmless" provision from three to four years
- Adding an additional \$150 million (in addition to the \$350 million in the proposed budget released in January) to buy down the STRS liability for employers; reduces districts' STRS rate for 2019-20 to 16.7 percent
- Additional one-time funding for scheduled maintenance and instructional equipment
- Change in COLA from 3.46 percent to 3.26 percent
- Addition of funds for Proposition 51 bond-funded projects, including the Workforce and Economic Development Building at Skyline College and the Multiple Program Instructional Center at Cañada College

CFO Slater said the May Revise proposes close to \$14 million for community colleges system-wide and the District would likely receive approximately \$500,000. She said staff will participate in a workshop next week at which State Chancellor's Office staff will provide more detailed information and updates. CFO Slater said the Board will be asked to adopt the District's tentative budget in June.

Chancellor Galatolo said there will be potential augmentations to the budget as it goes through the Conference Committee. He said there is a joint request by Senator Hill and Assemblymember Mullin for a \$1 million augmentation for a feasibility study to consider a 2 + 2 initiative in the District for a potential CSU Silicon Valley campus.

Dean Wolf said College of San Mateo softball coach Nicole Borg lead her team to the state championships for the seventh time this year and the team will go to Bakersfield to participate in the finals. He said the basketball team also made it to the post-season. He said College of San Mateo will host the state track championships at its wonderful facility and approximately 68 community colleges will compete. Dean Wolf said he is honored to be part of a coaching staff that is successful not only on the field, but in transferring students on to the next level.

District Academic Senate President Shaw said the Senate held its last meeting for this academic year on May 13. Elections at the local colleges have resulted in the following leadership for 2019-2020:

- Skyline College: Kate Williams Browne and Jesse Raskin continue the remainder of their two year terms as President and Vice President
- Canada College: Diana Tedone-Goldstone is the new President and David Eck is the Vice President
- College of San Mateo: Arielle Smith is the new President and Peter von Bleichert is the Vice President

President Shaw said that in June she will present an End-of-Year Report for District Academic Senate's activity. She said President-Elect Jeremy Wallace's term as President will begin on August 1. She said the past three years have been very educational and rewarding. She said she enjoyed learning and participating in the great work occurring in the District.

Mondana Bathai, President of the Associated Students of College of San Mateo (ASCSM), said ASCSM recently held a Club Fair. She said there are more than thirty clubs on campus. The ASCSM provided funding for the Transfer Club, Active Minds Club and AGS Honor Society Club. The ASCSM also hosted a District Student Council mixer, an ASCSM and Learning Communities mixer, Spring Fling, and a human trafficking awareness event. The ASCSM provided funds for several programs, including the advocacy trip to Washington, D.C. and the Grab-n-Go initiative in partnership with SparkPoint, Year One Promise Program and the Bookstore.

STATEMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS

Paul Rueckhaus, Professor of Health Science at Skyline College, said AFT, the Academic Senate and the District have been working on researching, understanding and addressing issues related to faculty workload across the campuses. He said that in order to amplify voices of adjunct faculty related to workload on non-instructional work, a few adjunct faculty from different campuses and different disciplines will share their stories.

Kathy Haven said she has been an adjunct faculty member at Cañada College for approximately 20 years and is a South Bay Labor Council delegate. She works on five different campuses and is active in the union on other campuses. She said she is aware of the difficulties part-timers are having across the Bay Area. She read a letter from Dr. Sarah Harmon, Adjunct Professor of Spanish and Linguistics at Cañada College:

“Dear Trustees, Chancellor Galatolo, College Presidents and others in attendance:

“My name is Sarah Harmon, and I have been a part-time faculty member in this District since 2005, with the bulk of my work at Cañada College. I regret that I can't be at this Board meeting in person to deliver this address, but family matters are keeping me at home tonight.

“Many of you know me, or at least have heard my name, as I am an active faculty member in many arenas. However, due to a lack of support by the District, I have pulled back on volunteering my time, as it is unfair for me to continue to give to a college and a district when my time is not compensated for all that I have done. These duties have included serving on participatory governance bodies, attending Flex Day activities, developing curriculum, working on Program Review, and reporting learning outcomes.

“My reasons for participating in any activity—regardless of compensation—is to show that I am, above all, a member of a team. Of my department, and my division. Of my college. Of my district. I become involved in projects because I know that my skills and experience could prove to be useful, and because I wish to learn more about these entities.

“In the last 2 years I have withdrawn from most of these volunteer positions. I am still active in activities that are closest to my pedagogical core. Since Flex Time is negligible, most of my SLO, curriculum, and program review duties must be done in what little time that I am allowed each semester, or I have to petition my dean for compensation. The former usually allows me up to 3 hours per semester, since I tend to teach on days that don’t count for Flex Time. In some semesters, I have had no Flex Time, due to scheduling. The latter strategy has only been allowed on one occasion, because the lone full-time faculty member in my department at Cañada has been on leave and out of the country, making it impossible for her to log into our district portals. This means that she can’t input data and information in required areas online. Much of my other work for our department has to be pushed off to another semester when I *may* have available flex time. I continue to volunteer my time to work with honors students and to the Honors Transfer Program because I believe that honors work is of great value to our students. Honors faculty are not compensated for much of their work, which is another issue of contention that needs to be addressed.

“How is any of this fair?”

“How is this fair to my colleagues? I work in a department with only one full-time faculty member— which is the majority of the departments at Cañada College, and in the District overall. We know that any help that the part-time faculty provide is highly instrumental to the success of the department.

“Just as importantly, the more engaged that part-time faculty are in a department’s duties, the more they can aid students with their courses and help them succeed in the program. The more you value *all faculty*, whether full- or part-time, the more rewarding the cycles of learning outcomes, program review, and curriculum will become—all of which lead to a stronger program. Isn’t that something that we all want?

“How is this fair to my campus? So many part-time faculty want to contribute to the participatory governance process, but because we are not compensated for our time, we tend not to do this. Yet our full-time colleagues seek out our ideas and help—despite the fact that they know that we are handcuffed. Isn’t full participation of the faculty—regardless of status—something that we all want?

“How is this fair to our students? The more involved a faculty member is on campus, the more they can help to connect students to the wide variety of services and avenues of support offered on our campuses. Because part-time faculty are not compensated for attending either division meetings or Flex Day activities—unless they happen to fall within our allotted Flex Time schedule—we remain out of the proverbial loop. Is this something that we want? I think not.

“For me, there are questions that continue to swirl in my head as I read the updates on part-time faculty compensation—as I read the narratives from both sides. It’s clear that our AFT chapter has been working diligently to make sure that part-time faculty contributions are valued, both in terms of collegiality and compensation. As I talk with my part-time colleagues across the District, I hear the same questions repeatedly: Doesn’t the District value us for more than being able to teach a class here and there? Aren’t we worth more than that?

“To me, this isn’t that complicated. Either part-time faculty are valued, and the District makes sure to compensate us appropriately...or not. If you want our expertise, our experience, and our points of view, then we need more than a pat on the back or a ‘Thank You’. Fair is fair.”

Skyline College Instructor Barbara Corzonkoff, made the following statement regarding pay for adjunct faculty for attending division meetings:

Dear Board of Trustee Members,

“I come before you representing the many, many part time instructors who teach at the San Mateo County Community College District. I believe, and hope that you also believe, all PART TIME instructors are contributing and valued members of the San Mateo County Community College District. I also recognize, and you most likely are aware, that many PART TIME instructors frequently assist the colleges outside of their contracted classes, with little to no compensation for their additional time and efforts.

“This fact brings me to San Mateo County Community College District’s monthly division meetings. For full time tenured teachers who are salaried and receive a variety of benefits, attendance at the monthly division meeting is a given, no question about it, attendance is required. Full time instructors are expected to attend so they are aware of, and if necessary may discuss, all the important information, goals, meetings and issues presented at these meetings. Attendance at these monthly division meetings also adds community and cohesion to the various department members who make up the division.

“Given all these facts, I wonder why part time instructors, who are hourly employees, are casually invited to division meetings on a voluntary basis and are not offered compensation for attending. If division meetings are so important and informative that all full-time employees must attend, why aren’t part time hourly employees also strongly encouraged to attend and be compensated for using one of their most valuable assets – their time? Part Time employees who can make the time to attend division meetings are more in tune with their division and college and certainly deserve compensation.

“While the San Mateo County Community College District supports community and inclusion for all administration, staff, instructors and students, the glaring omission of not compensating part time Instructors for giving up their valuable open time to attend important and informative monthly division meetings is demeaning and isolating and gives the impression that part time instructors are not an important part of the Division’s community.

“I have heard that some San Mateo County Community College District members believe part timers don’t need to go to the division meeting because they can simply read the meeting minutes. But reading the minutes does not make one a participating and interactive member. In this case they are simply bystanders.

“I have taken up more time than I meant to, but I certainly hope you will join me in understanding why our important and valued part time faculty members deserve to be recognized as such. Each division should budget and plan to compensate every part time instructor who takes their time to attend division meetings – divisions that include all full time and part time instructors. Thank you for your attention.”

Kalon Behravesh, adjunct faculty member in the Automotive Department at Skyline College, said he has been paid to attend meetings, complete course assessment for accreditation and conduct outreach and recruitment, among other things. He said these activities have helped him to assimilate to the college. He said he also teaches automotive technology at Terra Nova High School, along with Andrea Vizeor, and it took non-instructional time to make the program successful. He said he believes it is important that teachers be paid to attend meetings in order to become part of the teaching family and to be aware of important information regarding what the division is working on.

Associate Professor Rika Yonemura-Fabian read the following letter signed by 18 faculty members of the Language Arts Division at Skyline College:

“Greetings SMCCD Board of Trustees,

“During the Language Arts division meeting in April, Skyline College faculty were dismayed to learn that the Division would no longer compensate part-time faculty for meeting attendance, a long-held and highly-valued practice. Our faculty see this decision as more evidence of a disturbing trend that further marginalizes the contributions and inclusion of our part-time colleagues.

“As we work to raise our retention and success rates in accordance with the Skyline College Promise to help our students ‘get in, get through and graduate...on time,’ the Language Arts Division has recently made intentional changes to our meeting agendas to ensure that our time is used wisely to discuss innovative pedagogy, campus-wide initiatives and student-readiness more generally. We believe that our part-time colleagues can greatly benefit from attending these crucial meetings, which will also benefit our students by extension.

“The Language Arts Division works with nearly every student on campus as we teach courses that all transferring students are required to take and pass successfully in order to achieve their academic goals, and the vast majority of or classes are taught by adjuncts. As such, it is imperative that our part-time colleagues are exposed to crucial professional development opportunities. As Eagan, Jaeger and Grantham suggest in their article, *Supporting the*

Academic Majority, ‘Offering professional development opportunities that would support part-time faculty...would not only benefit the faculty member but would also benefit the institution.’

“As 70% of all Skyline faculty are adjuncts, inclusion of our part-time colleagues in division meetings allows them to gain access to crucial information and shared decision-making in order to help the College achieve its educational mission. As Donald W. Green offers in *Adjunct Faculty and the Continuing Quest for Quality*, adjunct faculty ‘need to be aware of the changing higher education landscape, faculty roles, student diversity, changing demands of the world of work, and demands for increased accountability.’ In order for the College to achieve its mission, it is imperative that our part-time instructors understand what we mean by ‘student-readiness,’ and they must engage with the many campus initiatives meant to close equity gaps in order to truly serve our students.

“Language Arts faculty believe that our part-time colleagues have a great deal to offer the college in addressing our students’ myriad needs, and by supporting our colleagues in professional development and other forms of support, the entire College reaps the benefits: we can serve our part-time faculty by providing professional development to make them more marketable in a very competitive job market, while they can share their ideas and innovations with the College and our students. As Kathryn Linder writes in *Creating Space for Adjunct Faculty*, ‘the inclusion of adjunct faculty in teaching support initiatives ensures that all instructors are being held accountable in developing their classroom practices and pedagogical strategies...we see the professional development of adjunct faculty as an opportunity to strengthen the university’s mission.’

“The undersigned ask the Board of Trustees to refer to a January 29, 2018 email from Human Resources to the Deans of our colleges requesting uniformity in adjunct pay for non-instructional work. Unfortunately, despite the efforts of our Human Resources department, it appears that we have less consistency now than we did a year ago. In a recent *Advocate* article on the topic, authors suggested that ‘Although a few deans reported that adjunct faculty can get paid if they attend a division meeting as a flex day activity or on the same day they are scheduled to teach, our informal survey found that the majority of divisions do not pay adjunct faculty to attend meetings.’ We ask the Board to direct our District presidents to consistently provide adjunct pay for all non-instructional work, specifically division and department meetings, until contracts have been successfully negotiated. Further, we ask the Board to advocate for a permanent and clear contractual amendment that achieves part-time parity across the District.”

Dr. Michael Cross, Professor of English
 Nina L. Floro, Professor of English
 Serena Chu-Mraz, Associate Professor of ESOL
 Liza Marie S. Erpelo, Professor of English
 Rob Williams, Professor of English
 Alex Lopez, Adjunct ESOL Instructor
 Andrew Murphy, Adjunct English Instructor
 Monique Iles, Adjunct English Instructor
 Leigh Anne Shaw, Professor of ESOL, District Academic Senate President 2018-2019
 Kathleen de Azevedo Feinblum, Professor of English
 Jessica Belluomini, Adjunct English Instructor
 Katharine Harer, Adjunct English Instructor, Retired FT Professor of English
 Lucia Lachmayr, Professor of English
 Jim Bowsher, Professor of English
 Reina G. Bautista, Ed.D., Adjunct Filipino Instructor
 Nancy Kaplan-Biegel, Professor of English and Journalism
 Kathleen McClung, Adjunct English Instructor
 Karah Parks, Adjunct ESOL Instructor

Professor Rueckhaus said he will be leaving Skyline College after eight and one-half years. He said the nature of adjunct work is incommensurable with leadership and makes it difficult to do justice to students, the curriculum and the dedicated body of faculty in the District.

PRESENTATIONS TO THE BOARD BY PERSONS OR DELEGATIONS: CONTEMPORARY CONVERSATION REGARDING REACE, CLASS, GENDER, PRIVILEGE AND EQUITY (19-5-1C)

President Goodman said the topic for discussion at this meeting is student homelessness. He said the issue was brought to the Board by student leaders, including Student Trustee Topete Eng Goon. He said it is particularly timely because Assemblymember Marc Berman, who represents part of the District, is sponsoring Assembly Bill 302. He said Zachery Ross, District Director for Assemblymember Berman, is present on behalf of Assemblymember Berman. President Goodman said the Board appreciates his participation, as well as the participation of students.

Vice Chancellor/Chief of Staff Mitchell Bailey said the issues of housing insecurity and homelessness have been discussed by the Board a number of times and they are issues that continue to plague our region of the state. He said students might be part of a safety net system during their K-12 school years and there is a myth that the issues they are dealing with miraculously go away when they turn 18. He said the opposite is true; students generally have a more difficult time because services are no longer available to them.

Vice Chancellor Bailey said the District has done a number of surveys of students to try to get baseline information on the extent of the problem of housing insecurity. He said one survey indicated that as many as 36 percent of District students have experienced some sort of housing insecurity. A survey also indicated that financial resources are often being used for other things, e.g. paying bills, paying for food, etc. These issues create barriers to entry, completion and success as students cannot perform well if they are hungry and/or do not have a place to sleep.

Mr. Ross said AB 302 is a safe lot bill and came about because Assemblymember Berman is the Chair of the Assembly Select Committee on the Master Plan for Higher Education. During hearings held throughout the state about how the public higher education system is serving students, it became clear that housing insecurity is the most important issue for students. The most recent statewide study polled approximately 40,000 community college students and found that 20 percent reported that they experienced homelessness in the past year.

Mr. Ross said AB 302 has been critiqued as not being compassionate. He said sleeping in cars is not a compassionate solution, but having nowhere to sleep is extremely uncompassionate. He said AB 302 is not a long-term solution. He said he supports building student housing, but the reality is that building affordable housing is very expensive.

Mr. Ross said Assemblymember Berman is cognizant of the fact that there is not a one size fits all solution to the problem. He said that when making amendments to the bill, Assemblymember Berman tried to take into account problems presented by the bill that were discussed during a meeting with President Goodman. Mr. Ross provided the following information about the bill:

- Each district will have the ability to define eligibility, i.e. the number of credits a student will be required to take in order to be eligible.
- The main cost will be for security and this will be very expensive. It will be covered by the state as an unfunded mandate, which means districts will be reimbursed after the fact.
- Access to bathroom facilities on a 24/7 basis will be expensive but necessary. Access to shower facilities is already an unfunded mandate.
- The location on a campus is left to each individual school.
- A waiver policy is written into the bill.

Mr. Ross said the Student Senate for California Community Colleges is a sponsor of the bill and he looks forward to hearing from District students at this meeting.

Trustee Mandelkern said the text of the bill refers to “any homeless student who is enrolled in coursework, has paid any enrollment fees that have not been waived. . .” He asked if this means that students who have received BOG waiver or a local District waiver would not be eligible to participate in the program. Mr. Ross said he will get clarification on this. Chancellor Galatolo said clarification is provided in Subsection (a) with the text, “. . . provided that the student is enrolled in coursework, has paid enrollment fees if not waived. . .”

Trustee Mandelkern asked about the current status of the bill. Mr. Ross said it is on the suspense file. The chair of the Appropriations Committee has the discretion to call or not to call it up for a vote by the Committee.

Skyline College student Pearl Ibeanusi said she does not believe AB 302 provides suitable solutions. She said she believes it may encourage homelessness as students may become comfortable and not try to finish their studies and transfer. She said other issues include liability for the colleges, round-the-clock security checks, and how to ensure that non-students are not present. She said she believes that giving money to schools to develop appropriate local solutions would be a better use of funds. She said that in addition to helping homeless students, there is a need to help international students who face a shortage of housing, but are willing to pay for it.

Matthew Nuez, Vice President of the Associated Students of Cañada College for 2019-20, said some students have come to Student Senate meetings and opened up about sleeping in their cars and about the need for access to bathrooms, and have indicated they might use a parking lot facility for a few weeks to get out of an emergency situation. He said students have also reported domestic violence arising from coming out as being transgender or gay. He said he has heard that students who have parked their cars on campus have been woken up and told to move. He said that being allowed to sleep on campus could lessen the fear of having to sleep on public streets.

Aleen Ghanem, Associated Students of Cañada College Senator-at-large for STEM, said international students are dealing with homelessness and she believes places should be found for them to sleep. She said homelessness and food insecurity prevent students from being able to do their work and be successful. She added that the presence of international students enhances the student experience at all of the campuses.

Zaw Min Kant, Associated Students of Skyline College Commissioner of Publicity, said his colleagues have two different views on AB 302, with some believing it is a good temporary solution and others raising questions about (1) how the District would ensure the safety of students who could be targets for opportunists, (2) how long the temporary solution would be in place, and (3) what would be done for homeless students who do not have cars.

Amory Cariadus, Manager of Student Development at Skyline College, said the student body at the college is completely split. She said all students believe there is an urgency to do something, but one group is concerned about safety and sustainability with regard to AB 302. President Goodman asked if any potential solutions have been identified during the student discussions. Ms. Cariadus said the Associated Students of Skyline College has set aside funds to help with emergency housing. She said there have been conversations about exploring other options, such as working with apartment complex owners while the Board decides whether to build housing for students.

Misha Kealoha, Student Life and Leadership Manager at Cañada College, said student leaders at the college have started to call other colleges in the state to determine what others are doing with regard to housing. She said some colleges in southern California are providing vouchers toward stays in hotels. She said some students have reported problems with shelters and believe that hotels would provide a safer environment.

Student Trustee Topete Eng Goon shared a story of an international student who was forced to leave a difficult housing situation, had nowhere to go and could not find an emergency number for a housing program. Student Trustee Topete Eng Goon also shared her husband's experience. He is a veteran and receives GI Bill benefits; however, in order to receive the benefits, a student must be enrolled on a full-time basis and can be enrolled only in classes that count toward a major. This necessitated taking night classes and because of the late hour and the bridge toll to drive to his residence, he slept in his car most nights during the week. Student Trustee Topete Eng Goon said it is degrading to sleep in a car. She said people who sleep in cars would rather sleep on a campus than on the streets, but it does not solve the problem in terms of how it makes them feel. She said that when discussing the number of homeless students, it is easy to forget that these are real people who have greater needs than parking their cars on a community college campus.

Mr. Ross said he appreciates hearing from students. He said the key to AB 302 is that it is a "band-aid." He said housing should have been built all along and we have failed as a society, particularly regionally. He encouraged students to attend City Council meetings to express and emphasize the need for housing. Mr. Ross said it is shameful to view sleeping in cars in parking lots as a solution, but he emphasized that it would be only a temporary solution.

Trustee Holober said the Board has not taken a position on AB 302. He said he personally supports the bill. He said he believes the District has repeatedly shown that it approaches all kinds of issues concerning student success. He said he believes the bill is temporary and inadequate, but a necessary part of solving a large societal problem. He said agencies whose primary purpose is to address societal problems are falling short and he believes it is right for the District to fill a number of roles that are thrust upon us. Trustee Holober said there are some workability issues with AB 302 that should

be addressed, including it being an unfunded mandate. However, he said he believes it is better for students who are forced into situations to have a safe place on campus rather than a less safe place on the street. He noted that the bill has been endorsed by the State Academic Senate and by the statewide student association.

Angélica Garcia, Vice President of Student Services at Skyline College, said it is the mission of the District to support students so they can complete their education and achieve their career goals. She said making data informed decisions is important. She said there is a conflating of housing insecurity with homelessness and it is important that the number of truly homeless students not be inflated. She said data indicates that there are 44 Skyline College students who are homeless. Some are engaging in shelter programs but these programs cannot ensure safety. There are partnerships with community agencies but some have a religious or evangelical affiliation and students must participate in religious exercises. Vice President Garcia said that offering a potentially safe place on campus for students does not relieve community members and agencies of their responsibilities. She said that as an administrator at Skyline College and an advocate for students, she will support any decision that is made.

President Stanback Stroud said it was helpful to hear the perspective of students and she appreciates being in a district that cares. She said she heard Mr. Ross describe the solution proposed in AB 302 as degrading, fearful, horrible, shameful and wrong, but also characterized as a moral imperative. She said that while she will articulate her concerns and reservations about the bill, she completely understands the significance of the issue of homelessness among students. She said current legislation provides funds for additional housing for UC and CSU students, but the solution for community college students is that they can sleep in their cars. President Stanback Stroud said she believes that it is a gross understatement to say the cost of implementing the bill would be only \$500,000 per campus. She cited issues of security, custodial staff, permits, liability, bathroom facilities and overall infrastructure, as well as support services. She said there will be a tremendous impact on campuses across the state. President Stanback Stroud said there are possible strategies that involve housing. She said there is an opportunity for emergency money to be set aside for all community colleges and an opportunity for legislation enabling community colleges to establish what is equivalent to a SparkPoint Center on their campuses. She said she has also heard the Board discuss residential facilities, with money paid by international students helping to subsidize the cost of housing for domestic students.

President Moore commended Mr. Ross for being present to engage in the conversation. She said she read AB 302 from the perspective of a former legislative staffer and believes it is an attempt to address an ongoing problem. However, she said she believes there are unintended consequences that would place tremendous strain and financial burden on 72 districts throughout the state by taking away local control to address the specific issues faced by their own students. President Moore said she would hope that the bill becomes permissible rather than mandated. She said this would allow districts to continue to engage in various programs that are already in existence and are helping students. She said money for unfunded mandates is often never returned and she believes the estimates of the cost are understated. She said she believes one of the unintended consequences would be that Cañada College would be forced to enter into a contract with the County Sheriff to have armed personnel maintain the parking lot. President Moore said that because of the costs, she believes the bill would force colleges to make decisions that go against what they are supposed to be doing in the classrooms in terms of student success.

Trustee Nuris expressed concern that AB 302 does not address the needs of homeless students who do not have cars. He said he believes the cost will be much higher than \$500,000 per campus and the fact that it is an unfunded mandate is a serious issue. He said he believes it would be more meaningful to provide the funds to the colleges and allow local control, while mandating that the funds be used for the housing issue. Trustee Nuris said this would allow colleges to determine how best to address their own specific issues. He said the colleges might be able to collaborate with cities and counties to build housing. Regarding the statement that the bill would provide a temporary solution, he said the the bill does not include a sunset provision, meaning that another bill would be required to end it.

Vice President Schwarz said that as a trustee, she supports all students and employees in the District and strives to do what is best for them. She said the cost estimates of AB 302 are astronomical and because it is an unfunded mandate and the District may never be refunded, the funds would have to come from somewhere else within the District. She said she was personally insulted that there were no conversations with community colleges before the bill was introduced. She said she is concerned about the problem for homeless students who do not have cars. Vice President Schwarz said the District has tried to help students with food and other insecurities and she is proud of the Associated Students at Skyline College for providing funds for emergency housing. She said she believes the District can create temporary solutions but is in favor of permanent housing for students and believes the District should move more quickly on this item. Vice

President Schwarz said she is concerned about issues international students are having with housing and said this must be corrected.

Trustee Mandelkern said he believes the way to solve large, intractable problems is to try many small solutions to see what works. He said the District has instituted different solutions to food insecurity, including food pantries, Grab N Go lunches, and is discussing a hot food option. He said the District has also addressed transportation issues with various solutions, including shuttles and gas cards. Trustee Mandelkern said he started the conversation about allowing homeless students to sleep in their cars in District parking lots in May of last year, suggesting it as a pilot project. He said other ideas are worth exploring, such as opening gyms on campus and having the Foundation provide housing scholarships and work with landlords on a program to provide rent vouchers for apartments. Trustee Mandelkern said AB 302 might be a band-aid solution but he believes the District must stop merely talking and do something or the situation will become even worse. He said he believes it is time to move forward with some concrete ideas and programs that will benefit District students who are facing housing insecurity.

Vice Chancellor Bailey said that based on the information on hand as it relates to security staffing, facilities issues, permitting, monitoring, responding and other issues, the cost of the unfunded mandate would be approximately \$7 million per year. He noted that the California Supreme Court issued a landmark Duty to Protect ruling last year that will have ripple effects across the country. The ruling states that because colleges and universities have a special relationship with students, they have a duty to protect those students in all activities that occur on the campuses. He said it is important to not lose sight of this in regard to safety and security.

Student Trustee Topete Eng Goon said that providing basic and consistent informational resources to students who are homeless would be helpful. She said these informational resources should be available on weekends and should be included on the website. She said she appreciates the financial support provided by the Associated Students of Skyline College, but noted that it is not permanent and is a very small part of what is needed.

Chancellor Galatolo said that approximately 20 years ago, he was witnessing a crisis around housing insecurity, making it difficult to attract and retain faculty and staff. He said faculty pay had increased but the cost of housing outpaced compensation. He said he approached the Board and asked them to consider building faculty and staff housing, which was completed at College of San Mateo and Cañada College and is in process at Skyline College. Chancellor Galatolo said that when he first introduced the idea of building housing, *The Advocate* said he was trying to build faculty ghettos on the campuses. Instead, in combination with the savings program and loan program instituted by the District, more than 60 faculty members have been able to move into homes.

Chancellor Galatolo said that a few years ago, he was approached by both domestic and international students who said they were experiencing a housing crisis and asked him to use the same ideology that was used for the faculty and staff housing to build housing for students. He said he brought the idea of building student housing to the Board, first reporting that he was approached by possible developers who said that if the District leased land to them, they would build 600 to 800 units and give back 15 to 20 percent of them for the District's own use. Chancellor Galatolo said the objective was to address the needs of foster youth, veterans and incarcerated youth. He said he believes this is a viable option and one that provides a level of compassion and dignity for which the District is known.

President Goodman said it is most important to hear student voices. He said he looks at the issue through the lens of personal experience, having been homeless during the time he was the student body president at Skyline College and then receiving a housing scholarship from HIP Housing. He said he is passionate about the issue and is concerned for current and future students. President Goodman said he believes AB 302 put urgency behind the conversations about housing that the Board has had for years and the possible solutions he has heard were driven by the introduction of the bill. He said the Associated Students of Skyline College are leading the way, but students should not be expected to solve problems for fellow students. President Goodman said that if the bill passes, the District will have to deal with it. If not, he said that possible solutions that have been suggested should be considered, including residential housing, hotel vouchers, housing resource staff, revamping the website to include a conduit to resources, a housing fund, and housing scholarships.

NEW BUSINESS**APPROVAL OF PERSONNEL ITEMS: CHANGES IN ASSIGNMENT, COMPENSATION, PLACEMENT, LEAVES, STAFF ALLOCATIONS AND CLASSIFICATION OF ACADEMIC AND CLASSIFIED PERSONNEL (19-5-1A)**

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

APPROVAL OF CONSENT AGENDA

President Goodman said the consent agenda consists of board reports 19-5-1CA through 19-5-4CA as listed on the printed agenda. Trustee Mandelkern asked that item 19-5-2CA, Approval of Community, Continuing and Corporate Education Classes and Programs, Fall 2019 – Cañada College, College of San Mateo and Skyline College,” be removed for further discussion. It was moved by Trustee Nuris and seconded by Trustee Holoher to approve the remainder of the items on the consent agenda. The motion carried, all members voting Aye.

APPROVAL OF COMMUNITY, CONTINUING AND CORPORATE EDUCATION CLASSES AND PROGRAMS, FALL 2019 – CAÑADA COLLEGE, COLLEGE OF SAN MATEO AND SKYLINE COLLEGE (19-5-2CA)

It was moved by Trustee Holoher and seconded by Trustee Mandelkern to approve the changes as detailed in the report. Trustee Mandelkern asked if there are guidelines in terms of marketing by individuals who offer programs. He said he recently saw an advertisement for a class that included a large picture of College of San Mateo along with the college logo, which strongly implied that it was backed by the college. Tom Bauer, Vice Chancellor of Auxiliary Services and Enterprise Operations, said President Claire brought this advertisement to his attention. He said the class was not a Community Education class but rather a facilities rental completed by college staff. He said the issue was referred back to President Claire who said he would tell the organization to cease and desist. Jonathan Bissell, Executive Director of Community, Continuing and Corporate Education (CCCE) said there is nothing in CCCE contracts that specifically deals with advertising.

Trustee Mandelkern said it appears that a number of online classes are offered by the for-profit vendors UGotClass and Ed2Go. He asked what kind of vetting there is for these vendors. Vice Chancellor Bauer said both companies are renowned and are used by more than 2,000 colleges, universities and libraries throughout the country. He said they are used by continuing and community education programs in almost every community college in the state. He said the District has used these vendors since 2006 and no complaints or concerns have been expressed.

Trustee Mandelkern asked if CCCE classes and programs are being forwarded to the college presidents to make sure there are no conflicts with for-credit classes. Vice Chancellor Bauer said information on all new offerings is sent to the Academic Senate. He said anything seen as a conflict is discussed with the college presidents and their cabinets.

Trustee Holoher asked if students who enroll for online classes provided by UGotClass and Ed2Go go through the District’s website. Vice Chancellor Bauer said there is a link on the website that takes students to the site for enrolling. Trustee Holoher noted that a class could be offered at many different colleges and asked how a particular college gets credit for an enrollment. Mr. Bissell said every college or library system that works with the vendors has a branded webpage and any link going from a college’s website is credited back to the college.

After this discussion, the motion to approve the CCCE classes and programs as detailed in the report carried, all members voting Aye.

Other Recommendations**ADOPTION OF RESOLUTION NO. 19-7 REGARDING BOARD ABSENCE (19-5-100B)**

It was moved by Trustee Holoher and seconded by Trustee Nuris to adopt Resolution No. 19-7. The motion carried, with Trustee Mandelkern abstaining and all other Board members voting Aye.

ACCEPTANCE OF GRANT FOR DEPUTY SECTOR NAVIGATOR FOR HEALTH AND APPROVING MATCHING RESOURCES AT CAÑADA COLLEGE (19-5-101B)

It was moved by Trustee Mandelkern and seconded by Trustee Nuris to accept the grant and approve the matching funds. Trustee Nuris asked where the matching funds of \$200,000 come from. Vice President Robinson said they come in the form of in-kind services. The motion carried, all members voting Aye.

ACCEPTANCE OF GRANT FOR DEPUTY SECTOR NAVIGATOR FOR GLOBAL TRADE AND APPROVING MATCHING RESOURCES AT CAÑADA COLLEGE (19-5-102B)

It was moved by Vice President Schwarz and seconded by Trustee Mandelkern to accept the grant and approve the matching funds. The motion carried, all members voting Aye.

APPROVAL OF SERVICE AWARD FOR 2018-19 STUDENT TRUSTEE (19-5-103B)

It was moved by Vice President Schwarz and seconded by Trustee Mandelkern to approve the service award as detailed in the report. The motion carried, all members voting Aye. President Goodman presented an award to Student Trustee Topete Eng Goon in appreciation for her outstanding service.

APPROVAL OF REVISIONS TO BOARD POLICIES: 1.01 DISTRICT MISSION; 2.26 DRUG-FREE WORKPLACE AND EDUCATIONAL ENVIRONMENT; 2.28 SAFETY; INJURY AND ILLNESS PREVENTION PROGRAM; 2.34 COMPUTER AND NETWORK USE; 2.60 RESIGNATIONS; 5.16 MANAGERS; EVALUATION; 5.26 ACADEMIC SUPERVISORS; EVALUATION (19-5-104B)

It was moved by Trustee Mandelkern and seconded by Vice President Schwarz to approve the revisions as detailed in the report. Regarding Policy 2.26, Trustee Holober said marijuana is detected in the bloodstream for many days or even weeks after its use. He said a person could be tested as positive for using a legal substance but not be impaired. Vice Chancellor Bailey said staff concurs with this concern. He said they looked to other organizations when crafting the wording for the policy. He said the policy will come back as there is more refinement on how to handle the issue.

Regarding the statement in Policy 2.60 that states that the Board will “affix the time when the resignation is to take effect,” Trustee Nuris questioned whether the word “affix” is appropriate. The Board agreed to replace the word “affix” with “designate.”

After this discussion, the motion carried to approve the changes, with the modification to Policy 2.60 cited above, carried, all members voting Aye.

Vice Chancellor Bailey said the District Participatory Governance Council completed its work for the academic year. He said he served as co-chair of the Council along with Professor Leigh Anne Shaw and said he appreciated her guidance and wisdom. He presented her with an award on behalf of the Council.

COMMUNICATIONS

President Goodman said the Board received 12 emails regarding the reporting of meeting minutes.

STATEMENTS FROM BOARD MEMBERS

Trustee Nuris said he attended the scholarship awards ceremony at Skyline College and was pleased to see the students receive their honors and the pride on the faces of their parents.

President Goodman said he attended the scholarship awards ceremonies at Cañada College and Skyline College. He attended the Women’s Mentoring and Leadership Academy celebration, at which President Stanback Stroud was honored. He said he appreciates President Stanback Stroud’s work on behalf of young women. He said she highlights opportunities for them to display the strength that is already within them.

Vice President Schwarz said she attended the legacy event honoring President Stanback Stroud. She said President Stanback Stroud has made the Board and the District proud over the years. Vice President Schwarz said she attended a film screening of “From Incarceration to Education” which was co-hosted by Project Change and presented by Program Services Coordinator Katie Bliss. She also attend the Skyline College Child Development Center graduation ceremony, scholarship awards ceremony and automotive banquet. Vice President Schwarz said she attended a performance of the play “Lily’s Wings” which targets an audience of young people and adults to bring awareness about human trafficking.

Trustee Mandelkern said he is proud that the Board, along with students, faculty, staff and administrators, are able to engage in difficult conversations such as the one that took place about housing at this meeting. He said that while there are disagreements among groups, the conversation was respectful and intelligent. Trustee Mandelkern said he agrees with opinions expressed in emails regarding the recording of minutes that encouraged detailed minutes, especially in the absence of the broadcasting of meetings. Trustee Mandelkern said he attended the legacy event honoring President Stanback Stroud. He said it was a pleasure to see her many admirers and said the accolades were well deserved. He said he attended the Skyline College scholarship ceremony and will attend the commencement ceremonies at Cañada College and College of San Mateo. He thanked Student Trustee Topete Eng Goon and said she was an excellent trustee and advocate for students.

Trustee Holober congratulated and thanked Student Trustee Topete Eng Goon for her service and passionate advocacy for students. He said he attended the legacy event honoring President Stanback Stroud. He said she is a force of nature in the District, within higher education and in society. He said she is an effective force in opening doors for people who deserve advantages they have been historically denied. He wished her the best for her future.

Student Trustee Topete Eng Goon said the District Student Council held a meeting with Chancellor Galatolo on May 3. She said they are making progress on the food initiative and she will continue working with incoming Student Trustee Jordan Chavez to see the project through. Student Trustee Topete Eng Goon told the story of her mother who lived in Mexico and was able to attend college and become a professor because she received a scholarship. She was a single mother and spent all of her money to give her daughter a private education. The daughter, Student Trustee Topete Eng Goon, got a “free ride” for college but could not afford to attend because housing and transportation were not included. For this reason, she came to the United States and is pursuing her education at a community college. Student Trustee Topete Eng Goon said she wants everyone to have a chance for an education and she always tries to find opportunities to help. She said she believes she has taken more from the District than she has received. She said she has learned a great deal from the Board and will miss serving as a trustee.

ADJOURNMENT

The meeting was adjourned by consensus at 9:02 p.m. in memory of Aaron McGregor.

Submitted by

Michael Claire, Secretary

Approved and entered into the proceedings of the September 11, 2019 meeting.

Karen Schwarz
Vice President-Clerk

**Minutes of the Study Session of the Board of Trustees
San Mateo County Community College District
June 12, 2019, San Mateo, CA**

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

Board Members Present: President Maurice Goodman, Vice President Karen Schwarz, Trustee Richard Holober, Trustee Dave Mandelkern, Trustee Thomas A. Nuris

ANNOUNCEMENT OF CLOSED SESSION ITEMS FOR DISCUSSION

President Goodman said that during closed session, the Board will (1) hold a conference with legal counsel regarding two cases of existing litigation as listed on the printed agenda, (2) consider employee discipline, dismissal, release, and (3) hold a conference with labor negotiators as listed on the printed agenda.

STATEMENTS FROM THE PUBLIC ON CLOSED SESSION ITEMS ONLY

None

RECESS TO CLOSED SESSION

The Board recessed to closed session at 5:00 p.m.

RECONVENE TO OPEN SESSION

The Board reconvened to open session at 6:25 p.m.

Board Members Present: President Maurice Goodman, Vice President Karen Schwarz, Trustee Richard Holober, Trustee Dave Mandelkern, Trustee Thomas A. Nuris, Student Trustee Jordan Chavez

Others Present: Chancellor Ron Galatolo, Chief Financial Officer Bernata Slater, Skyline College President Regina Stanback Stroud, College of San Mateo President Michael Claire, Cañada College President Jamillah Moore, District Academic Senate President-Elect Jeramy Wallace

PLEDGE OF ALLEGIANCE

ANNOUNCEMENT OF REPORTABLE ACTION TAKEN IN CLOSED SESSION

President Goodman said no reportable actions were taken during closed session.

DISCUSSION OF THE ORDER OF THE AGENDA

President Goodman said the Board will suspend Items 19-6-1, 19-6-1A and 19-6-2A and will remove item 19-6-3C from the agenda. He said the Board will return to closed session after hearing statements from the public on non-agenda items and Items 19-6-1C and 19-6-2C and will consider the suspended items upon reconvening to open session.

STATEMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS

President Claire introduced Dr. Micaela Ochoa, the new Vice President of Administrative Services at College of San Mateo.

Chancellor Galatolo introduced Dr. Jannett Jackson, who will serve as Interim President at Skyline College beginning July 1. He welcomed Student Trustee Jordan Chavez who assumed office on June 1.

Dr. Zack Bruno said he has been teaching music at Skyline College for the last eight years. He thanked President Stanback Stroud and said she is leaving a great legacy. Professor Bruno said he was a member of a public safety committee from 2016 to 2018. He said a Request for Proposals was sent out to solicit bids for a study and data collection for a potential public safety overhaul. Margolis Healy was selected and made recommendations to the District. At the Board meeting of May 16, 2018, the Board rejected the most important and prominent recommendation. At the same meeting, the Board appointed a subcommittee to look further at the School Resource Officer (SRO) model and at potentially contracting with local law enforcement agencies. Professor Bruno said he has not seen any follow-up on the work of the subcommittee and requested that an update be on an agenda for a future meeting.

STUDY SESSION

DISCUSSION OF BROADCASTING OF BOARD MEETINGS (19-6-1C) / DISCUSSION OF PROPOSED CHANGES TO BOARD POLICY 1.50, MINUTES OF MEETINGS (19-6-2C)

Mitchell Bailey, Vice Chancellor/Chief of Staff, said the Board previously discussed editing the process for collecting and storing minutes of meetings. He said the Board asked that broadcasting of meetings be included in the conversation. He said that as a public institution, the District always strives to be transparent and conforms to the laws of the state. He said the issue of transparency as it relates to broadcasting of meetings can cut both ways. He said the board packet includes a link to a document produced by the Association of Community College Trustees which discusses both positive and negative aspects for boards to consider when contemplating whether to broadcast board meetings. Vice Chancellor Bailey said that if the Board decides to broadcast meetings, the issues of financial and space limitations will have to be addressed.

Marie Baldisseri, a member and past president of the League of Women Voters of North and Central San Mateo County, read the following correspondence that was sent to each Board member:

“The Leagues of Women Voters of San Mateo County respectfully request that the San Mateo County Community College District Board of Trustees delay the proposed modification of Board meeting minutes from detailed to action only until the District can provide a live visual and/or an on-line video archive of each board meeting.

“Today the College District does not provide any real-time live visual (live TV/streaming) or on-line video archived recordings of their meetings as most other Peninsula governmental agencies do. They do create an audio tape; however, it is retained for only 30 days. The primary purpose of the audio recording of each board meeting is to assist the Board Secretary's preparation of detailed minutes. The Board makes a CD of the audio recording of a board meeting upon request, but only if it's requested within 30 days after the board meeting. It's important to note the audio recordings of board meetings are erased/destroyed after 30 days which, is authorized by the California Records Act.

“The League of Women Voters has been an active champion of openness and transparency in government throughout its history. The organization's principles include the requirement that "government bodies protect the citizen's right to know by giving adequate notice of proposed actions, holding open meetings and making public records accessible." Over the years, the League has supported various federal, state and local initiatives to expand open government requirements and has fought against proposals aimed at limiting access to public information.

“Our nation's access laws are only as good as we, the people, demand that they be. Protecting the public's access to information-either written public documents or access to governmental meetings-is fundamental to the League's mission and, we believe, is fundamental to the health of our democracy.

“In the spirit of openness and transparency, the Leagues of Women Voters of San Mateo County request the San Mateo County Community College District Board of Trustees to delay the proposal to modify their current policy regarding Board Meeting Minutes - to downscale from detailed Board Meeting minutes to action *only* minutes.”

Ms. Baldisseri asked that the Board change its policy regarding the retention of audio recordings of meetings so that the recordings are maintained until 30 days after the Board has approved the minutes of the meeting.

Paul Bissember, AFT Executive Secretary, said he believes it is important to maintain transparency. He said many faculty and others cannot attend meetings. He said the previous discussion included concern about the amount of work involved in taking and transcribing minutes. He said good examples of alternative ways to make the record of meetings more accessible are available. He said he believes that having videos archived online is one alternative.

Annette Perot, CESA Chapter President, said CSEA appreciates having detailed written minutes available. She said that if the method of presenting minutes changes, she believes meetings should be streamed with closed captioning and transcripts.

Trustee Mandelkern said that since 2003, he has been regularly requesting that meetings be broadcast in order to reach a wider audience. He said it is not easy for some members of the community to come to meetings at 6:00 p.m. on a week night. He said he believes the District has a responsibility to be as transparent as possible and to make the functioning of the District and of the Board accessible to members of the community. He said he does not believe that an audio recording is as good as streaming video or video capture. He said that at a minimum, the District could use fixed point of

view cameras which should be inexpensive to stream over the internet and provide a YouTube channel on which to view the meetings. He said that proceeding forward with an entity such as Peninsula TV would be an even better way of making meetings available to the public. Trustee Mandelkern said he believes detailed minutes serve a useful purpose and he is in favor of maintaining the current method even if streaming or broadcasting of meetings is implemented.

Trustee Holober said the District prides itself on doing more than the legal minimum, as evidenced by presentations by staff at Board meetings on programs for students and by the Board's continuing discussions on matters involving race, class and privilege. He said the District is a government agency, with the Board being elected by the residents of San Mateo County, and to not exceed the bare minimum is not in keeping with the spirit of what the Board holds themselves to be in the community. He said that as an elected official, he believes in transparency and accessibility, making the work the Board does as available as possible to the entire community. Trustee Holober said he believes the District does a good job in making a written record available to the public through meeting minutes, but the activities of the Board would be more accessible if meetings were livestreamed and archived, which is the prevailing practice in local government and likely in the nation. He said that while the Board strives for consensus, the five elected members bring different points of view on items and sometimes have to agree to disagree. He said he believes the public has a right to understand the contents of deliberations, how decisions are made and the positions taken by each Board member. He said he is in favor of livestreaming meetings at a minimum and archiving them indefinitely. He said he believes this can be done at a much lower cost than projected in the board report. He added that there could be an opportunity for students in media and broadcasting programs to be involved and this would enhance their education.

Vice President Schwarz said the transcribing of detailed minutes takes a tremendous amount of time and she believes staff time could be used in better ways. She said the method of reporting minutes that is in line with the guidelines of the City Clerks Association of California is the modern method. She said this in no way means limiting access. She said the Board is very concerned with transparency and always invites people to come to and participate in meetings. She said she believes that the audio recordings of meetings should be kept for more than 30 days and she would like to discuss this further. Trustee Schwarz said she would not object to having a detailed discussion in the future about broadcasting meetings. She said it might be a good idea to explore an opportunity with Peninsula TV, including having students involved.

Trustee Nuris said he has served on boards where meeting were televised and his experience is that meetings last longer when cameras are present. He said it often changes dynamics of the meeting, with comments becoming speeches. He said that city councils and the Board of Supervisors consider very political issues; however, the District Board is involved in education. He said that being entrusted with providing education to the community is more narrow and consequently not as controversial. He said the Board does not try to hide anything and not being on television is not an indictment against being transparent. He said he would not like to change the process of how the Board deals with issues of education and the way the Board makes decisions. Regarding minutes, Trustee Nuris said it takes an excessive amount of time to keep almost verbatim minutes. He said not everything that is said at meetings is important enough to have recorded in the minutes. He said it might be possible to find a happy medium between detailed minutes and action minutes and he suggested that the Board continue this discussion. He said he agrees that the audio recordings of meetings should be maintained for a greater length of time.

Student Trustee Chavez said he has served as secretary of the Associated Students of College of San Mateo and understands the tedious process of capturing details of meetings in the minutes. However, he said he believes it is important that details not be omitted so that there is a record of what transpired during the meetings. He said he believes Board meetings should, at the very least, be video recorded and archived indefinitely.

Trustee Holober said he received an email from a member of the public, Barbara Niss, who asked to have it read into the record:

“Unfortunately, I can't make the meeting as I can't leave work until 7:00 p.m. tonight. Would you please submit into the record that I believe these meetings should be transparent, i.e. full minutes made public and preferably broadcast/streamed similar to other official meetings in San Mateo so people like me can view them online or after the meetings occur. The final note I will make is that holding meetings at 6:00 p.m. makes it impossible for San Mateo residents who commute outside of our city to attend these meetings due to timing and traffic constraints. Additionally, I could see an issue for parents even who work and live in San Mateo to attend your meetings due to the early start time. This make broadcasting/streaming even more important.”

President Goodman said he believes transparency is not simply about whether people come to meetings, but is about intentionality regarding accessibility. He said the Board has discussed various solutions regarding broadcasting of meetings and reporting of minutes and the next step is to focus on each and come to a consensus on how the Board wants to proceed.

1. Minutes – President Goodman said some Board members want to continue to have detailed minutes as they are currently recorded. He said others have suggested finding a compromise between detailed minutes and action minutes.
2. Broadcasting of meetings – President Goodman said there is consensus that audio recordings be kept for longer than 30 days. He said the Board will continue to address the issue of video recording including logistics, costs, and a possible relationship with Peninsula TV. He asked that staff bring various options to a future meeting.

Trustee Holoher said the issues of the recording of minutes and broadcasting of meetings are connected and his willingness to consider reducing the details recorded in the minutes is conditional on getting full video streaming and archiving of meetings. He said it is incorrect to make assumptions about Peninsula TV. He said he asked staff to issue an RFP to look at other options. He noted that the District also has the ability to bring in cameras and record meetings and then archive them.

Trustee Mandelkern said he agrees there should be follow-up discussions at which Board members bring their ideas regarding broadcasting of meetings. He said Zoom videoconferencing is available on the board room laptops and this could be used at a near zero cost. He noted that the cost of audio and video streaming is not very much different.

President Goodman said it is important that people be made to feel welcome at Board meetings and that if people are waiting outside the board room, there should be adequate space to accommodate them. He said the Board has also held meetings in outside locations which provides additional access and he believes this should continue to be part of the Board's governance. Trustee Nuris said a larger number of people will attend meetings on certain issues and he suggested moving these meetings to a larger venue such as one of the campuses. Vice President Schwarz said she would also like to see meetings held at outside locations and said the Board has not done so for some time.

President Goodman said he would like to direct staff to immediately maintain audio recordings of meetings for longer than 30 days and to livestream audio recordings and make them available on the District website.

Before returning to closed session, President Goodman presented a video recording from the legacy celebration held in honor of President Stanback Stroud.

Vice Chancellor Bailey said he has witnessed no better advocate for students, Skyline College, the District and the community than President Stanback Stroud. He wished her luck in her retirement and said she will be missed.

President Claire said President Stanback Stroud has made Skyline College and all of the colleges better because of her vision.

Tammy Robinson, Vice President of Instruction at Cañada College, thanked President Stanback Stroud for being an advocate for her personally and for Skyline College. She said the Western Region Council on Black American Affairs, of which she is President, will hold a celebration for President Stanback Stroud in October. She said the Western Region and the National Council owe a great debt to President Stanback Stroud.

President Moore said it has been a pleasure to be able to serve with President Stanback Stroud side by side. She said she appreciates the colorful language President Stanback Stroud uses to direct a discussion to the true heart of the matter. She said President Stanback Stroud reminds everyone that the mission is not about themselves, but about the students they serve.

Chancellor Galatolo said President Stanback Stroud has made everyone better because of her presence. He said she will always be part of the fabric of Skyline College and of the District. He said she will be sorely missed and never forgotten.

Trustee Nuris said President Stanback Stroud was a legend when he began serving on the Board and has lived up to that reputation. He said he has not seen anyone more dedicated to what she does. He wished her the best in her retirement.

Trustee Mandelkern said President Stanback Stroud is an institution within the institution. He said she exhibits a sense of humor, grace, intelligence and leadership. He said she is an amazing person who has given so much to the District and to Skyline College, including the concept of the Scholars Promise and the SparkPoint Centers which are aimed at making students' lives better so that they can stay in school. He said President Stanback Stroud is always willing to talk with everyone and to share and educate. He said she has had a tremendous impact on the District over the past eighteen years and it has been a pleasure working with her.

Trustee Holober said it has been a wonderful privilege to serve with President Stanback Stroud. He said she leaves Skyline College and the District a better place because of her imprint and the difference she has made for students. He said she operates on a different level, seeing the big picture. He said President Stanback Stroud has brought much to college life and to Board meetings with elegance and grace. He said she is a force of nature and he wished her Godspeed.

President Goodman thanked President Stanback Stroud for challenging the trustees to be their best. He thanked her for her encouragement and empowerment of those around her and said he has personally seen her impact on the young women in his life. He said he appreciates her thoughtfulness and her way of getting to the point. He said she is very honorable and leaves others in awe at the way she presents herself.

President Stanback Stroud said she is humbled by the support and love she has received. She said she gave her all to Skyline College and the District and she has no regrets. She said the reason she was able to do so much is because she had the support and guidance of Chancellor Galatolo. She said she believes in the vision, creativity, innovation and culture of the institution and is grateful to Chancellor Galatolo for the opportunity to serve this great District under his leadership.

The Board returned to closed session at 7:45 p.m. and reconvened to open session at 9:45 p.m. President Goodman announced that the Board took no reportable action during closed session.

MINUTES

It was moved by Trustee Mandelkern and seconded by Trustee Holober to approve the minutes of the study session of April 10, 2019. The motion carried, all members voting Aye.

NEW BUSINESS

APPROVAL OF PERSONNEL ITEMS: CHANGES IN ASSIGNMENT, COMPENSATION, PLACEMENT, LEAVES, STAFF ALLOCATIONS AND CLASSIFICATION OF ACADEMIC AND CLASSIFIED PERSONNEL (19-6-1A)

It was moved by Trustee Holober and seconded by Trustee Nuris to approve the items in the report. David Wood, Labor Relations Representative for the California School Employees Association, spoke on behalf of Chapter 33. He said that as CSEA reviewed the items on the personnel report for this meeting, they had an equity concern related to the post-retirement medical benefits being offered to two employees. He said CSEA is in favor of offering the best medical benefits to everyone and is not against these two retirees receiving the level of benefits currently available only to employees hired prior to 1992 even though the employees in question do not meet this criteria. He said CSEA wants to make certain the Board is committed to doing this for all employees and not just a select few. He said that, unfortunately, this is not the first time an equity related retiree medical benefits case of this nature has occurred and it erodes the Board's credibility and commitment to equity every time it happens. He asked that the Board keep this conversation and its commitment to equity in the forefront of its collective mind in the future when discussions of retiree medical benefits for CSEA and other groups arise. He asked that the Board, by their actions, stand behind and breathe life into the beautiful words they have expressed to the public.

Trustee Mandelkern said he is not sure what the issue is because there are contracts that spell out retirement benefits based on the date of hire or number of years of service. President Goodman said some contracts have other terms of employment written into them. Annette Perot, CSEA Chapter 33 President, said it is an equity issue because contracts for managers and executives can have amendments specifying that they do not have to meet the minimum requirements that all other employees must meet. Mr. Wood said the issue specific to the personnel report is that an employee was hired 18 years ago and will receive retirement benefits while others are not eligible until they have 20 years of service. In addition, he said the employee will receive benefits in keeping with a hire date of 1992 or earlier. Trustee Mandelkern said there is a lack of clarity in the board report. He suggested that in the future, a more explicit explanation be provided

when something is not part of a standard contract. Vice President Schwarz agreed that she would like to have wording on personnel reports be more understandable when there are special circumstances.

Trustee Holober said the standard form of contracts is the same for administrators, executives and college presidents, with tiers based on the date of hire and years of service. He asked if the two retirees listed on the board report have something other than the standard form of contracts. David Feune, Director of Human Resources, said the two individuals have provisions written into their contracts that are other than the standard. Trustee Holober said the issue raised is crucial and is an equity issue. He said he does not want a two tier workforce or economy within the District. He said that the District changed its practice regarding post-retirement benefits in 1993 but did not implement it for some time. He said it became an issue only when the District started implementing it. Trustee Holober said he agrees with CSEA's larger view. He said contracts that are in place must be honored but he believes these deals should not be made in the future. Mr. Feune said there have been occasions in which classified staff have been allowed to have special agreements due to circumstances such as illness. Chancellor Galatolo said exceptions are based on circumstances and there is no separation between "haves" and "have nots." President Goodman said this is an equity issue because high level employees have more power and leverage to negotiate their terms of employment. He said that if flexibility is allowed, it should be done equitably across the board.

Chancellor Galatolo said one of the retirees on the personnel report for this meeting came from another district with close to 20 years of service and negotiated with the District to bridge benefits. Trustee Mandelkern said he would be interested in knowing whether a classified employee who comes to the District from another district is given credit for the years of service at the other institution. Chris Weidman, Instructional Aide at Skyline College and CSEA Chief Negotiator, said he does not believe that employees who take a break in service with the District should have to have the clock start over again upon their return. Chancellor Galatolo said these are topics that could be brought up at the bargaining table.

Trustee Holober said he has heard descriptions of three different circumstances: (1) consideration of credit for years of service at another institution, (2) consideration of providing benefits when an employee experiences an unexpected hardship and (3) consideration of credit for time served prior to a break in service. He said the Board can continue to discuss all of these circumstances but he believes the overriding point is that it should be uniform from top to bottom. President Goodman thanked the speakers for bringing the issue to the Board's attention and said the Board will continue the conversation. After this discussion, the motion carried, all members voting Aye.

APPROVAL/RATIFICATION OF DISTRICT ADMINISTRATOR CONTRACTS (19-6-2A)

It was moved by Trustee Nuris and seconded by Trustee Schwarz to approve/ratify the contracts as detailed in the report. David Feune, Director of Human Resources, provided an oral summary for each contract recommended for approval/ratification, as required by California Government Code Section 54953(c)(3).

Trustee Holober asked if the Board previously acted on all administrator promotions. Mr. Feune said the promotions were included in previous personnel reports upon which the Board acted. Trustee Holober said he did not vote in favor of the promotion of the Provost, International Education position and asked that this contract be removed for separate consideration. It was moved by Trustee Nuris and seconded by Trustee Schwarz to approve/ratify all contracts included in the report except that of the Provost, International Education. The motion carried, all members voting Aye.

It was moved by Trustee Nuris and seconded by Vice President Schwarz to approve the ratification of the contract for the Provost, International Education. The motion carried, with Trustee Holober voting No, Trustee Mandelkern abstaining, and all other members voting Aye.

STATEMENTS FROM BOARD MEMBERS

Student Trustee Chavez said he is pleased to be a member of the Board and looks forward to working with the Board during the coming year.

Trustee Mandelkern welcomed Student Trustee Chavez. He said he attended the commencement ceremonies at Cañada College and College of San Mateo. He said a recurring theme from graduates was that when they came to one of the District colleges, they were taken seriously as scholars for the first time in their academic careers and people at the colleges spent time with them to help them be successful. Many of the students said they want to come back to teach in the District and be able to give other students the same opportunity they were given. Trustee Mandelkern said he believes this speaks highly of the students and of the bond that is created in the District.

Trustee Nuris said he was pleased to attend the commencement ceremonies for Cañada College and College of San Mateo, as well as the College of San Mateo nurses pinning ceremony. He said he was impressed with the ceremonies and the enthusiasm exhibited by the graduates.

ADJOURNMENT

The meeting was adjourned by consensus at 10:20 p.m.

Submitted by

Michael Claire, Secretary

Approved and entered into the proceedings of the September 11, 2019 meeting.

Karen Schwarz, Vice President-Clerk

**Minutes of the Special Closed Session of the Board of Trustees
San Mateo County Community College District
June 19, 2019, San Mateo, CA**

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

Board Members Present: President Maurice Goodman, Vice President Karen Schwarz, Trustee Richard Holober, Trustee Dave Mandelkern, Trustee Thomas Nuris

ANNOUNCEMENT OF CLOSED SESSION ITEMS FOR DISCUSSION

President Goodman said that during closed session, the Board will consider employee discipline, dismissal, release.

STATEMENTS FROM THE PUBLIC ON CLOSED SESSION ITEMS ONLY

None

RECESS TO CLOSED SESSION

The Board recessed to Closed Session at 5:01 p.m.

RECONVENE TO OPEN SESSION

The Board reconvened to Open Session at 7:40 p.m.

REPORT OF ACTION TAKEN DURING CLOSED SESSION

President Goodman said the Board took no action during closed session.

ADJOURNMENT

The meeting was adjourned by consensus at 7:42 p.m.

Submitted by

Michael Claire, Secretary

Approved and entered into the proceedings of the September 11, 2019 meeting.

Karen Schwarz
Vice President-Clerk

**Minutes of the Regular Meeting of the Board of Trustees
San Mateo County Community College District
June 26, 2019, San Mateo, CA**

The meeting was called to order at 4:00 p.m.

Board Members Present: President Maurice Goodman, Trustee Richard Holober, Trustee Dave Mandelkern, Trustee Thomas A. Nuris

ANNOUNCEMENT OF CLOSED SESSION ITEMS FOR DISCUSSION

President Goodman said that during Closed Session, the Board will (1) hold a conference with legal counsel regarding two cases of anticipated litigation as listed on the printed agenda, (2) consider public employee discipline, dismissal, release, and (3) hold a conference with the agency labor negotiator as listed on the printed agenda, and (4) consider ratification of confidential district warrants.

STATEMENTS FROM THE PUBLIC ON CLOSED SESSION ITEMS ONLY

None

RECESS TO CLOSED SESSION

The Board recessed to Closed Session at 3:30 p.m.

RECONVENE TO OPEN SESSION

The Board reconvened to Open Session at 6:20 p.m.

Board Members Present: President Maurice Goodman, Trustee Richard Holober, Trustee Dave Mandelkern, Trustee Thomas A. Nuris, Student Trustee Jordan Chavez

Others Present: Chancellor Ron Galatolo, Chief Financial Officer Bernata Slater, Skyline College Vice President of Administrative Services Eloisa Briones, College of San Mateo President Michael Claire, Cañada College Vice President of Instruction Tammy Robinson, District Academic Senate President Leigh Anne Shaw

PLEDGE OF ALLEGIENCE

ANNOUNCEMENT OF REPORTABLE ACTION TAKEN IN CLOSED SESSION

President Goodman said the Board ratified confidential District warrants during closed session. He said the Board will return to closed session after the conclusion of the open session to continue consideration of the other items listed on the printed agenda.

DISCUSSION OF THE ORDER OF THE AGENDA

President Goodman said Item 19-6-102B will be heard immediately following the swearing in of the student trustee.

SWEARING IN STUDENT TRUSTEE

Student Trustee Chavez was sworn in by his mother, Elsa Chavez. Student Trustee Chavez said he is excited to work with individuals who want a better community for students and for the community at large.

CONSIDERATION OF POSITION ON ASSEMBLY BILL 302 REGARDING OVERNIGHT ACCESS TO DISTRICT PARKING LOTS FOR USE BY HOMELESS STUDENTS (19-6-102B)

It was moved by Trustee Mandelkern and seconded by Trustee Nuris to take no position on AB 302.

The following residents of San Mateo spoke in opposition to AB 302: Lorraine Haddock, Dave Scott, Cisco Lee, Al Jones, Mike Tognotti, Tanya Shehadeh, David Codemo, Laurel Nagel, Wendy Chen, Angela Yang and Marie O'Rourke. The concerns they expressed included: safety of neighbors due to crime, fire hazard, drug and alcohol use; privacy of neighbors who can see the parking lot from their homes; increased noise; safety of students sleeping in cars and their ability to study and keep up with homework; presence of family members of students, including children; lack of a limit on the definition of a student, so that an individual could take one course and be eligible; sanitary issues; costs for

security and custodial personnel; bathroom facilities; liability of the District for potential property damage and invasion of privacy.

A number of the residents indicated that they are sympathetic to the issue of homelessness and believe something must be done to address the deep rooted issue, but believe AB 302 is not the solution.

Jordan Grimes, a life-long resident of San Mateo and a co-lead member of Housing for Everyone, expressed strong support for AB 302. He said people do not sleep in cars because they want to but because they have nowhere else to go. He said homeless students are trying to pull themselves up by their bootstraps in a very expensive area. He reminded everyone that they are already part of the community.

President Goodman said the comments made by the public speakers have been heard. However, he said that for every person present at this meeting, there are countless voiceless students who are not present through no fault of their own. He said no one chooses to be homeless. He said that whether he supports AB 302 or not, some of comments he heard have led him to be haunted by the past. He said the use of phrases such as “those people” and “we don’t want them here” have in the past led to people being harmed and to redlining against a certain group of people. President Goodman said that while this is not the intent of the speakers, it is an opportunity to be mindful of the words we use as they send a powerful message. He said he understands that homeowners have a lot at stake, that there is fear and that there is a tremendous opportunity for the bill to go wrong. However, he said it is also important to understand that homeless students are former high school students from the community and are still part of the community. President Goodman said Assemblymember Berman’s intent is to support students who have expressed their concerns to him. He said the District and colleges have been addressing the issues of housing and food insecurity for some time and the Board has had numerous conversations about housing and dorms for students. He said that for these reasons, he believes the Board will find solutions sooner than many other districts in the state.

Student Trustee Chavez said he appreciates President Goodman’s comments about how labeling homeless students makes them feel and he encouraged everyone to consider the students’ perspective. He said he understands the concerns of the residents of the area, but said the reality is that up to sixty percent of California community college students face housing insecurity and at least twenty percent are homeless. Student Trustee Chavez said homeless students are already on District campuses and they deserve peace about where they will be able to sleep.

Trustee Holober thanked the members of the public for expressing their views and he thanked President Goodman and Student Trustee Chavez for their comments. He said there are students in the District who are doing extraordinary things to get a college education and many of them are facing severe obstacles. He said the District does extra things to provide food for students because the federal program allowing for low cost or free lunches ends after high school. He said the District provides shuttle services for students who do not have easy access to transportation. He said there are students in the District who are living in cars, often in unsafe areas and without access to showers or bathroom facilities. He said he believes this is the population that Assemblymember Berman had in mind when he authored AB 302. He said the bill is meant to be a temporary band aid on a larger problem. Trustee Holober said there is a housing crisis in San Mateo County, with thousands of people who are barely keeping a roof over their heads, some of whom are District students. He said the population that would be served by the bill should not be viewed as criminals, drug and alcohol addicts or people who engage in other forms of bad behavior that are not tolerated on the campuses. He said the policies banning alcohol, drugs and firearms on District property are enforced.

Trustee Holober said he believes some of the concerns expressed by the public are legitimate. He said he sees two significant problems with AB 302:

1. The number of courses a student is required to take in order to qualify. Trustee Holober said he believes it should be closer to full-time because the bill is intended to address those who are already students at the colleges.
2. Funding. Trustee Holober said that while the bill anticipates that districts can go to the state to get funded for mandated costs, they often do not get reimbursed. He said he believes the state must fund districts at a level allowing for public safety and facilities staffing, patrolling of facilities, etc.

Trustee Holober said the District is working on longer-term solutions, but he would be inclined to support, as a temporary measure, an amended version of the bill that addresses these concerns.

Trustee Mandelkern thanked everyone who spoke for and against AB 302. He reminded everyone that the Board is not the body that will vote on whether the bill becomes law and he encouraged them to make their opinions known to their local representatives. Trustee Mandelkern said the Board has been discussing the issue of homelessness for some time, even before AB 302 was proposed. He said Board members are also part of the community and care about both students and the community. He recalled that concerns similar to those expressed by members of the public were raised when the District was contemplating the faculty and staff housing projects. Trustee Mandelkern noted that no particular parking lot has been identified to be used if the bill becomes law.

Trustee Mandelkern asked that members of the public not demonize students. He said they are members of the community; they are the brothers, sisters, children and sometimes parents of people they already know and work with. He said they are working hard and struggling to make something of their lives and become productive members of the community. He asked that everyone keep in mind that some students will be sleeping in their cars tonight in neighborhoods that might not be safe, but will come to school in the morning hoping to complete their education and get jobs that will allow them to be able to live in San Mateo County. Trustee Mandelkern asked that everyone show compassion to these students who are members of the community and are just like everyone else.

Trustee Nuris confirmed that all but one of the individuals who addressed the Board are residents of the neighborhood around College of San Mateo; however, the Board represents all of the approximately 700,000 residents of San Mateo County. He said he is not in favor of AB 302, not because of which neighborhood might be affected, but because he believes it is disrespectful to students who just do not have a place to stay while they are students. He also noted that the bill does nothing to help students who do not have cars. He said the bill is a way for Sacramento to pass the buck the community colleges. He said it would not be a band aid solution; if it goes into effect, Sacramento will not do anything else because the problem will have been passed on.

Trustee Nuris said the District must deal with the critical issue of homelessness. He said he believes members of the community should tell their legislators that they want a real solution and that funding is needed to be able to provide respectable places to live. He said homelessness is not only a college issue and he believes city and county agencies need to step up and address the larger issue. He said he hopes the public will support the Board reaching out to the legislature to seek funding to seriously address working together as a community.

President Goodman outlined some of the concerns he expressed when he met with Assemblyman Berman, including safety and security, cost of utilities, cleanliness, maintenance, portable restrooms and identification verification. He summarized questions that he raised at that meeting:

- What assurances will the colleges have that there will be no abuse of the law? As written, the bill would allow a person to sleep in a parking lot on campus after enrolling in only one class.
- How would the bill address the issue of local control?
- How would the bill address city ordinances that are on the books that disallow sleeping in vehicles overnight? Trustee Holoher said he assumes the law would require cities to change their ordinances. President Goodman said his concern is that this takes away from local control.
- Is this not a problem for cities and counties and one which should not just be pawned off on already underfunded community colleges?

President Goodman said Zachery Ross, District Director for Assemblymember Berman, reported at a previous meeting that some of these issues were taken into consideration when making amendments to the bill. However, President Goodman said that there was no major movement on the issue of funding. Therefore, he said he will not vote to support the bill, not because of the intent, but because it falls short. He said he will vote to support a real solution for student housing at a future date. He said the District supports the basic needs of all students and he is confident that it will move quickly to address their needs related to housing. Michelle Pilgrim, who lives on Parrott Drive in San Mateo, said she said she is supportive of the District providing a student housing option.

After this discussion, the motion to take no position on AB 302 failed, with Trustees Holoher and Mandelkern voting Aye and President Goodman and Trustee Nuris voting No.

It was moved by President Goodman and seconded by Trustee Nuris to oppose AB 302. The motion failed, with President Goodman and Trustee Nuris voting Aye and Trustees Holoher and Mandelkern voting No.

It was moved by Trustee Mandelkern and seconded by Trustee Holober to support AB 302. Trustee Holober asked that the motion be amended to support AB 302 provided that the state is required to include in the state budget all costs related to implementation and that students are required to be enrolled in a minimum two courses and six credits in order to be eligible to sleep in their cars in college parking lots. Trustee Mandelkern accepted this amendment to his motion. The motion failed, with Trustees Holober and Mandelkern voting Aye and President Goodman and Trustee Nuris voting No. Vice Chancellor Bailey said he believes the bill has already been amended to raise the threshold for eligibility to six credit hours and he will double check on this.

PRESENTATIONS TO THE BOARD BY PERSONS OR DELEGATIONS – CONTEMPORARY CONVERSATION REGARDING RACE, CLASS, GENDER, PRIVILEGE AND EQUITY: RECOGNIZING PRIDE MONTH (19-6-1C)

Rika Yonemura Fabian, Sociology and Social Justice Studies faculty member at Skyline College, introduced Ruby Constantino, a Skyline College student and President of the Sexuality and Gender Alliance. Professor Yonemura-Fabian said the coming weekend is a big weekend for LGBTQ+ communities, culminating in a six-mile march along Market Street in San Francisco on Sunday. She said this year's theme is "Generations of Resistance." She said 112 students, faculty, staff and administrators from the three colleges, along with members of the community, will walk in SF PRIDE. She said this represents the District's statement to the wider communities of its values, belief in equity and the institutional commitment to supporting students of diverse gender identities and sexual orientations. She said it brings LGBTQ+ students, faculty, staff and allies together as a community.

Ms. Constantino said she was very happy to find out that the District will participate in the parade. She said many students do not have love and acceptance in their homes and can be themselves only on the college campuses. She said the campuses are a second home for them.

Professor Yonemura-Fabian reviewed the history of the District's participation in PRIDE, including a prize winning entry in 2011. A new District banner, designed for the parade by Amir Esfahani, Professor of Art at Skyline College, was displayed.

Student Trustee Chavez said he appreciated the presentation. He said that feeling represented means a lot to him personally.

Trustee Mandelkern thanked Professor Yonemura-Fabian and Ms. Constantino for their presentation and their enthusiasm. He said he would appreciate an update on the presence of military recruiters on the campuses, given the ban on transgender individuals serving in the military. He said the position of the Board is that the District does not stand for discrimination against any student, including recruitment by the military. Vice Chancellor Bailey said there has not been recent activity on the campuses with military recruiters. He said the issue is still working its way through the courts and staff is monitoring the situation.

President Goodman asked if there are safety measures in place for LGBTQ+ students on the campuses. Kim Lopez, Vice President of Student Services at College of San Mateo, said the Multicultural Dream Center on the campus is home for the LGBTQ+ community. She said staff are knowledgeable about campus resources and provide support throughout the year. She said there are counselors and interns in Psychological Services who are trained in this area. She said she cannot speak to how students feel about safety in the changing political environment.

President Goodman asked if students are able to list a preferred name during the application process so that instructors are aware prior to the beginning of classes. Tammy Robinson, Vice President of Instruction at Cañada College, said this has been an item of discussion. She said staff will provide an update to the Board.

Student Trustee Chavez read into the record the following "Declaration in Recognition of Pride Month":

WHEREAS, June is celebrated as Pride Month across the nation and in various forms throughout many parts of the world; and

WHEREAS, Pride Month encourages society to celebrate the many and notable achievements and contributions of Gay, Lesbian, Bisexual, Transgender and Queer (or Questioning) individuals; and

WHEREAS, many students, faculty and staff of the San Mateo County Community College District are among and benefit greatly from the knowledge, wisdom, talents and contributions of our LGBTQ+ colleagues; and

WHEREAS, it is important and appropriate to recognize those LGBTQ+ individuals within the San Mateo County Community College District who practice to its fullest extent the District's equity mission, working each day to provide a safe, welcoming and encouraging environment for students to learn and thrive; and

WHEREAS, our LGBTQ+ students and colleagues are respected leaders and scholars within the San Mateo County Community College District who bring much distinction to themselves, the District and the community;

NOW, THEREFORE, I, Maurice Goodman, President of the San Mateo County Community College Board of Trustees, do hereby declare that Pride Month is a critical acknowledgement of the rights and contributions of the LGBTQ+ community and encourage participation in the celebrations marking Pride.

Announced this day, the 26th of June 2019.

STATEMENTS FROM EXECUTIVES

Chancellor Galatolo announced that José Nuñez, Vice Chancellor of Facilities Planning, Maintenance and Operations, has been appointed to the Board of Directors of the Community College Facility Coalition. He thanked Professor Leigh Anne Shaw for her three years as District Academic Senate President. He said he enjoyed working with President Shaw and believes they made progress on issues that benefit faculty, largely due to her leadership. Chancellor Galatolo congratulated Student Trustee Chavez and thanked him for committing his time and effort to serving on the Board.

Vice President Robinson thanked the Board members who attended the commencement ceremony for Cañada College. She recognized the student athlete graduates, noting that all seven of the basketball players who graduated transferred to four-year institutions and all nine of the baseball players also transferred to four-year institutions, with seven of them receiving scholarships. Vice President Robinson said Cañada College received an "Improving Online CTE Pathways" grant in the amount of \$432,595.

President Shaw extended a warm welcome to Student Trustee Chavez. She said he is joining a visionary Board that takes students' needs and concerns to heart. She said that during the past three years, she has enjoyed watching the Board's deliberations, listening to their attentiveness to word and tone, and their recognition that what we do for our students is what we do for our community. President Shaw thanked the Board especially for their commitment to social justice which she believes is needed now more than ever. She said everything faculty do is for the benefit of students and she thanked Chancellor Galatolo for working with faculty to that end. President Shaw said the Academic Senate's end-of-year report is included in the board packet for this meeting.

STATEMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS

Matthew Nuez, a student at Cañada College, asked how many rooms will be in the new gymnasium at the college and if the plans include an official swim team. Vice President Robinson said there will be aquatics in the new building but the sports that will be included have not been determined. President Goodman said he also received an email with questions about safety and signage for the facility.

Tom Bauer, Vice Chancellor of Auxiliary Services and Enterprise Operations, updated the Board on three programs:

1. Bay Area Pathways Academy (BAPA) – this program grew out of the College for Kids program, which only ran Monday-Thursday from 1:00 to 4:00 p.m. and therefore did not address the needs of many families. BAPA is in its third year and currently has an enrollment of 497, with 55 underserved youth receiving scholarships to participate. Participants choose from 40 courses, including sixth, seventh and eighth math, English and science. The program has introduced "Global BAPA." Vice Chancellor Bauer said BAPA has introduced young people and parents to College of San Mateo, perhaps for the first time.
2. San Mateo Athletic Club (SMAC) – SMAC had its best year ever in May 2019 from a revenue and profit standpoint. There are currently approximately 6,300 members.

3. Silicon Valley Intensive English Program (SVEIP) – it was previously reported that 69 students matriculated to the colleges after going through the program. In addition, 10 students who are completing the program this summer will start as students at the colleges in the fall. Vice Chancellor Bauer said the revenue impact for the District is in excess of \$1.3 million.

Zachary Bruno, Professor of Music at Skyline College, asked that the Public Safety study be placed on the agenda for a future meeting. He said the minutes of the May 16, 2018 meeting show that the Board voted to form a subcommittee to conduct research on the Student Resource Officer (SRO) model of securing the campuses; however, no report has been made since that time. President Goodman said this topic will be brought back at an appropriate time.

NEW BUSINESS

APPROVAL OF PERSONNEL ITEMS: CHANGES IN ASSIGNMENT, COMPENSATION, PLACEMENT, LEAVES, STAFF ALLOCATIONS AND CLASSIFICATION OF ACADEMIC AND CLASSIFIED PERSONNEL (19-6-3A)

It was moved by Trustee Mandelkern and seconded by Trustee Holober to approve the actions in the report. Trustee Holober, referencing the “Program Manager (Intensive English Program)” position under “Changes in Staff Allocation,” asked for confirmation that the Intensive English Program is part of Community, Continuing and Corporate Education (CCCE). Vice Chancellor Bauer confirmed that it is. Trustee Holober asked if CCCE staff are District employees. Vice Chancellor Bauer said they are all District employees. After this discussion, the motion carried, all members voting Aye.

APPROVAL OF CONSENT AGENDA

President Goodman said the consent agenda consists of Board Reports 19-6-1CA through 19-6-6CA. It was moved by Trustee Mandelkern and seconded by Trustee Nuris to approve the items on the consent agenda. The motion carried, all members voting Aye.

Other Recommendations

ADOPTION OF THE 2019-20 TENTATIVE BUDGET (19-6-100B)

It was moved by Trustee Mandelkern and seconded by Trustee Nuris to adopt the tentative budget as presented. Trustee Holober said he believes the budget reflects policy decisions. He said the District is in violation of a law that requires that fifty percent of the budget be spent in the classroom on academic instruction. He said the District has been told in more than one audit report that its degree of compliance has decreased and it is currently at approximately forty-three percent. Trustee Holober said he would like to see the District move toward compliance and use the budget to fund that move. He said he would be disinclined to vote for a final budget that does not reflect significant movement in that direction. He said he does not see anything in the tentative budget that addresses this question. He asked if, while developing the tentative budget, there was any consideration given to reducing the seven percent shortfall in the District’s legal obligation toward classroom funding to bring it closer to the 50 percent minimum required by law.

Chancellor Galatolo said that for the past two years, he attended the Board of Governors meeting at which they take action on financial audit results and either allow or challenge the departure from the law. He said that at both meetings, the Board of Governors supported the District’s nonconformance based on the arguments he presented, largely around the District Strategic Plan which he believes is fundamentally misaligned with the 50 Percent Law. He said he believes the District will likely move further away from compliance because it continues to add student support services to address the needs students, such as with the Promise Program. He said the Board has given direction to staff to focus on these initiatives, which were not in effect when the 50% Law was adopted more than sixty years ago. Chancellor Galatolo said compliance with the law could be addressed by adding more faculty; increasing compensation for faculty; redirecting faculty who are in non-teaching positions to be in teaching positions; or by returning faculty who are on release time back to the classroom. He noted that most faculty on release time are carrying out the Strategic Plan and functions that have been directed by the Board, including the Promise Program, Guided Pathways and Meta Majors. He said the District’s actions on issues such as food and housing security will detract from resources as well.

Trustee Holober said this issue has been raised more than once in the past year and there was an agreement that staff would meet with representatives of the employee organizations and others to address possible methods to bring the District closer to conformance with the 50 Percent Law. He asked if any meetings have taken place and if any progress has been made. Chancellor Galatolo said he does not know if any formal meetings have been held or if the topic has

come up at the bargaining table. Trustee Holober said the Board gave clear direction and he is not happy that meetings have not taken place. He said enrollment is anticipated to decline more than four percent for resident students and four and one-half percent for non-resident students. He said he believes there are unmet educational needs within San Mateo County and California that the District can address in order to open more classrooms. He said the District has a large surplus and he believes it would be proper for the Board to address the 50 Percent Law shortfall and move toward making it a smaller amount. He said he does not plan to vote for a final budget that does not address the failure to meet the District's legal obligation.

Chancellor Galatolo said the District has been attempting to address the broader needs of the community by offering additional sections. He said there are currently more than 650 sections with fewer than 20 students and this has resulted in greatly reduced productivity.

Trustee Mandelkern said there was an agreement more than a year ago that staff would engage in a conversation about the 50 Percent Law with interested parties. He said the discussion was to include possible reasons not to meet the Law, such as professional development and staff development. He said clear direction was given by the Board to engage in this discussion and he is unhappy that this has not taken place. Chancellor Galatolo said it is important to note that many issues revolve around working conditions and staff felt it would be appropriate to discuss the issues at the bargaining table as well. He said staff will bring up the issue with the AFT executive team.

After this discussion, the motion to adopt the tentative budget carried, all members voting Aye.

APPROVAL OF 2021-2025 FIVE-YEAR CAPITAL CONSTRUCTION PLAN (19-6-101B)

It was moved by Trustee Holober and seconded by Trustee Mandelkern to approve the plan as presented. The motion carried, all members voting Aye.

APPROVAL OF STATE CHANCELLOR'S OFFICE VISION FOR SUCCESS GOALS AND METRICS FOR CAÑADA COLLEGE, COLLEGE OF SAN MATEO AND SKYLINE COLLEGE (19-6-103B)

It was moved by Trustee Mandelkern and seconded by Trustee Holober to approve the Vision for Success goals as outlined in the report. Dr. Aaron McVean, Vice Chancellor of Educational Services and Planning, said the Vision for Success goals and metrics replace the Student Success Scorecard. He said the State Chancellor is requiring all colleges in the system to adopt goals that align with the four broad areas outlined in the Vision for Success: completion, transfer, unit accumulation and workforce. In addition, colleges are required to use data provided through the statewide NOVA platform in order to set the goals, even though some of the data has been called into question and is unresolved by the state. Nonetheless, Vice Chancellor McVean said the intent of the goals is valid and some of the information that supports District efforts, such as Guided Pathways implementation, will be included in the District's strategic plan update that will take place during the upcoming academic year.

Trustee Mandelkern said he would like to have a discussion on the review of the strategic plan and goals at a study session. He said he believes it would be appropriate to include a discussion about the new set of metrics around student success in order to get a better understanding of some of the issues to which Vice Chancellor McVean alluded, along with additional measures that might be implemented locally to measure student success on data the District believes is important. Vice Chancellor McVean said a study session will be held in October. He said the discussion will include adding new metrics and probably removing some of the metrics that are currently used.

Trustee Holober asked that staff disaggregate current and projected transfer numbers to UCs and CSUs by resident and non-resident students and provide this information at their convenience.

After this discussion, the motion to approve the Vision for Success goals carried, all members voting Aye.

REQUEST FOR RENEWAL OF AGREEMENT WITH SAN MATEO UNION HIGH SCHOOL DISTRICT FOR MIDDLE COLLEGE AT SKYLINE COLLEGE FOR 2019-2020 (19-6-104B)

It was moved by Trustee Holober and seconded by Trustee Nuris to approve the renewal of the agreement. The motion carried, all members voting Aye.

REQUEST FOR RENEWAL OF MEMORANDUM OF UNDERSTANDING WITH SOUTH SAN FRANCISCO UNIFIED SCHOOL DISTRICT FOR MIDDLE COLLEGE AT SKYLINE COLLEGE FOR 2019-2020 (19-6-105B)

It was moved by Trustee Nuris and seconded by Trustee Holober to approve the renewal of the Memorandum of Understanding. The motion carried, with President Goodman abstaining and all other members voting Aye.

ACCEPTANCE OF IMPROVING ONLINE CTE PATHWAYS GRANT FUNDS (19-6-106B)

It was moved by Trustee Mandelkern and seconded by Trustee Nuris to accept the grant funds as detailed in the report. The motion carried, all members voting Aye.

INFORMATION REPORTS

DISTRICT FINANCIAL SUMMARY FOR THE QUARTER ENDING MARCH 31, 2019 (19-6-3C)

The Board accepted the report.

THIRD QUARTER REPORT OF AUXILIARY OPERATIONS, 2018-19 (19-6-4C)

The Board accepted the report.

BOND OVERSIGHT COMMITTEE APPLICATION PROCESS UPDATE (19-6-5C)

Student Trustee Chavez asked if a student is serving on the committee. Vice Chancellor Bailey said the student who was serving graduated. He said there is a designated spot for a student member and he is in contact with the Associated Student Body advisors to solicit interest to fill the spot.

Trustee Nuris said he saw the notice of committee openings in the *San Mateo Daily Journal* and understands there has been only one applicant. He asked how many positions staff is seeking to fill. Vice Chancellor Bailey said there are four positions to fill, including the student member. He said that in addition to the notices in the newspaper, the application was distributed to more than 400 community leaders. He said the Board gave direction to publicize the vacancies and allow the Board to interview candidates from a pool of applicants. He said he will continue to seek candidates but would like clarification on whether the Board still wants to follow this process. Trustee Nuris asked what Plan B would be if candidates do not come forward via the process requested by the Board. Vice Chancellor Bailey said that with the Board's approval, staff would return to the original process in which staff recruited and recommended names to the Board. He said candidates have always been recruited from respected business and community leaders who garner a level of respect and recognition so that there is an element of trust and authority to the position.

President Goodman asked how many statutory positions are not filled. Vice Chancellor Bailey said there are three unfilled statutory positions:

- Student member
- Member from a supporting organization, e.g. the retiree group or Foundation Board member
- Member from a bona fide taxpayer organization; this is the most difficult to fill

President Goodman asked if the one application received fits one of these criteria. Vice Chancellor Bailey said he did not believe so on initial review but will double check. President Goodman said it is important to be proactive to attempt to fill at least the statutory positions.

Trustee Mandelkern said his experience is that there is greater success with a rolling recruitment process by which qualified applicants are added to the Board rather than waiting to fill any positions until there is a multiplicity of applicants. Vice Chancellor Bailey said that as qualified candidates come forward, he will bring their names to the Board for consideration. He added that all Board members' terms now end at the same time and staff will look at staggering terms to avoid the current situation from occurring in the future.

Trustee Holober suggested that staff make another attempt to publicize the openings and asked that the notice be sent to the Board as well. He said it might be productive to speak during the public comment period at meetings of school boards, city councils, etc. Trustee Nuris said it is important to get the positions filled but said his experience is that there is not a large group of people who want to serve on this type of committee. Vice Chancellor Bailey said he will continue to promote the positions in a variety of ways and will come back to the Board for additional guidance.

DISCUSSION OF PARTNERING ORGANIZATIONS FOR FUTURE BOARD MEETINGS (19-6-6C)

President Goodman said the Board has held joint meetings with the Jefferson Union High School District and the Cabrillo Unified School District over the last couple of years and the Board has expressed interest in continuing conversations with other partnering organizations. Trustee Mandelkern pointed out that the Board has also held joint meetings with the San Mateo City Council and the San Mateo County Office of Education during this timeframe. President Goodman said the Sequoia Union High School District and the San Mateo Union High School District have requested joint meetings with the Board.

Fred Baer, a resident of Foster City, said Foster City is the largest city in the state with no public education facility above the eighth grade level. He said there is no full size gym, public pool, or large group performance center. He said the city was dependent on school partners to build such facilities but they were never built. He said he believes it might be time for the Board to have joint discussions with the Foster City City Council and perhaps with the San Mateo Union High School District to discuss how to provide joint funding.

Trustee Mandelkern said he is interested in holding joint meetings with the San Mateo Union High School District, the Redwood City City Council and the East Palo Alto City Council. President Goodman suggested holding a joint meeting with the Sequoia Union High School District. He said the topic at the joint meeting in 2015 the TIDE Academy and they are now interested in pursuing the conversations the Board is having on race, class, equity and gender. He suggested a joint meeting with the San Mateo Union High School District and said one of the topics they want to discuss is workforce housing. He also suggested holding a joint meeting with the South San Francisco Unified School District in the north county. Trustee Mandelkern said he believes it is a good idea to spread the joint meetings throughout the county. He said he would recommend first meeting with the San Mateo Union High School District or one of the city councils in the south county. President Goodman said he would also like to set the first joint meeting with the San Mateo Union High School District and he will work with Vice President Schwarz on facilitating the meeting.

COMMUNICATIONS

None

STATEMENTS FROM BOARD MEMBERS

President Goodman presented an award to outgoing Academic Senate President Shaw. He thanked her for her service and her continued leadership. He said he said he appreciates that her focus has been on supporting students where they are. Student Trustee Chavez thanked President Shaw for the impact she has had on the District. Trustee Holober said it has been delightful having President Shaw serve in her role as Academic Senate President. He said the excellent report that was included in the board packet shows the accomplishments made by the Senate in the last year and this is a testament to her leadership. Trustee Mandelkern thanked President Shaw for her service to the District. He said she has been an excellent contributor at Board meetings and it has been a pleasure getting to know her better.

Trustee Mandelkern said he appreciates the experiment of live streaming this meeting. He said there was an interesting editorial in the *San Mateo Daily Journal* about broadcasting meetings and an online poll suggested that the community sentiment is overwhelmingly in favor of broadcasting meetings. Trustee Mandelkern welcomed Student Trustee Chavez and said he has already been a great contributor to meetings.

Trustee Holober welcomed Student Trustee Chavez and said he looks forward to serving with him. He said he appreciates the experiment with live streaming; however, he believes that also having a camera directed to individuals speaking at the podium and to staff presenting reports is more in line with what he would like to see.

Trustee Nuris welcomed Student Trustee Chavez. He said he believes the streaming system used for this meeting is somewhat distracting but it is a first step and staff may be able to find something that works better.

Student Trustee Chavez thanked everyone for the warm welcome and said he is excited to work with the Board.

President Goodman said he appreciates Professor Bruno coming to meetings and he would like to make sure there is follow-up on the subcommittee on school safety. He said the discussion should not be one-sided and should consider the impact that having people with guns on the campuses could have on students. He said the issue has come up many times and as a district and community, the decision to not have armed officers on the campuses was made for a reason.

ADJOURNMENT

The meeting was adjourned by consensus at 9:00 p.m.

Submitted by

Michael Claire, Secretary

Approved and entered into the proceedings of the September 11, 2019 meeting.

Karen Schwarz
Vice President-Clerk

**Minutes of the Study Session of the Board of Trustees
San Mateo County Community College District
July 10, 2019, San Mateo, CA**

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

Board Members Present: President Maurice Goodman, Vice President Karen Schwarz, Trustee Richard Holober, Trustee Dave Mandelkern, Trustee Thomas A. Nuris

ANNOUNCEMENT OF CLOSED SESSION ITEMS FOR DISCUSSION

President Goodman said that during closed session, the Board will (1) hold a conference with legal counsel regarding two cases of anticipated litigation as listed on the printed agenda, and (2) consider employee discipline, dismissal, release.

STATEMENTS FROM THE PUBLIC ON CLOSED SESSION ITEMS ONLY: None

RECESS TO CLOSED SESSION

The Board recessed to closed session at 5:00 p.m.

RECONVENE TO OPEN SESSION

The Board reconvened to open session at 6:43p.m.

Board Members Present: Vice President Karen Schwarz, Trustee Richard Holober, Trustee Dave Mandelkern, Trustee Thomas A. Nuris, Student Trustee Jordan Chavez

Others Present: Chancellor Ron Galatolo, Chief Financial Officer Bernata Slater, Skyline College Interim President Jannett Jackson, College of San Mateo President Michael Claire, Cañada College President Jamillah Moore, District Academic Senate President Jeramy Wallace

Vice President Schwarz said President Goodman was not feeling well and would not be present for the open session.

President Moore introduced Dr. Manuel Perez, the new Vice President of Student Services at Cañada College.

PLEDGE OF ALLEGIANCE

ANNOUNCEMENT OF REPORTABLE ACTION TAKEN IN CLOSED SESSION

Vice President Schwarz said no reportable actions were taken during closed session.

DISCUSSION OF THE ORDER OF THE AGENDA: None

STATEMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS

Regarding Assembly Bill 302, Angela, a resident of San Mateo, said the lack of toilet and shower facilities in parking lots is a public health and sanitation issue. She said counties and cities have already established homeless systems. She said she believes the bill encourages students to leave their homes because they want independence and this is not a good influence on other students. She said she believes individuals other than students will come to the campuses because the places will be better than sleeping on the street.

Cisco Lee said there is an opt-out option for AB 302. She said in the event it becomes law, she would ask the Board to consider that option. Dave Codemo said he learned about the opt-out option when he met with Assemblymembers Kevin Mullin and Marc Berman and he encouraged the Board to opt out if the bill passes. He said he is sympathetic to homeless students; however, he believes there would eventually be an incident that would affect other students or residents of the area and would result in liability for the District. He said the bill now has a sunset date of December 31, 2022 and he questioned whether it would be wise to invest money in the program.

Dave Scott said the study most frequently referred to when discussing AB 302 is the HOPE Center study. He said he questions the methodology of the study and the questions that were asked in terms of defining homelessness. He said the study noted that six percent of students reported being homeless but another 13 percent was added to get to 19 percent. He said this is in stark contrast to the report by the Housing Services Agency of San Mateo County which reported a total of approximately 1,560 homeless individuals in the county. He said that even if all of that number were community

college students, it would be only approximately three percent of the total community college student population. He said he believes that getting a better understanding of what the numbers actually are would lead to a better solution than having students sleep in parking lots.

Zack Bruno, Professor of Music at Skyline College, said he served on the Public Safety Study Committee from 2016 to 2018 as the sole member from the District Academic Senate. He said he believes the campuses are generally safe, but an extraordinary event such as an active shooter would be a catastrophic occurrence. He said the Board agreed to form a subcommittee and study alternatives other than the Margolis Healy recommendation to have sworn, armed officers on the campuses, including the possibility of having Student Resource Officers (SROs) on the campuses. He said this would provide at least some security. He said the subcommittee membership was to be Trustees Goodman and Schwarz and the Student Trustee. Chancellor Galatolo said staff will follow up on this item and will substitute Student Trustee Chavez's name as the Student Trustee. Trustee Mandelkern said he believes the claim in the Margolis Healy study that all UCs, CSUs and Bay 10 community colleges except the District use sworn, armed officers was determined to be untrue. He said he believes the subcommittee referenced by Professor Bruno should meet and review the SRO model as the Board said it would do.

NEW BUSINESS

APPROVAL OF PERSONNEL ITEMS: CHANGES IN ASSIGNMENT, COMPENSATION, PLACEMENT, LEAVES, STAFF ALLOCATIONS AND CLASSIFICATION OF ACADEMIC AND CLASSIFIED PERSONNEL (19-7-1A)

It was moved by Trustee Holober and seconded by Trustee Nuris to approve the items in the report. The motion carried, all members voting Aye.

STUDY SESSION

OVERVIEW OF DISTRICT BOOKSTORE OPERATIONS (19-7-1C)

Tom Bauer, Vice Chancellor of Auxiliary Services and Enterprise Operations, introduced the college bookstore managers: James Peacock from College of San Mateo, Jai Kumar from Cañada College and Kevin Chak from Skyline College. Vice Chancellor Bauer said he last presented a report on the bookstores at a study session in January 2006. Over the years since that time, the bookstores have done phenomenally well while many others in California and in the nation have failed. The textbook rental program was instituted at Cañada College in 2006 and the District became the largest purveyor of rented textbooks in the California community college system. The textbook rental program kept the student customer base at the District and because of this, along with coffee and other convenience services, the bookstores did not lose market share like so many others did and were able to remain financially solvent. Vice Chancellor Bauer said the bookstores have made some transitions in the provision of academic materials, largely directed by the Board to explore lower cost options and also by requests from student and academic groups and the changing world in general. These transitions have had an impact on the bookstores.

Vice Chancellor Bauer outlined services provided by the bookstores at no cost to the District:

- Livescans – processed 4,673 scans for District hires since January 2016. Trustee Nuris asked if this service is offered to the public for a fee. Vice Chancellor Bauer said it is offered to other school districts and the public for a fee but is not widely used because many organizations now offer the service.
- Armored car service – provided to each of the colleges at a cost of \$40,000 per year for over 30 years.
- Check cashing.
- Copy Centers – during the recession beginning in 2008, the Cañada College and Skyline College copy centers were identified as operations that would have to be outsourced and their classified employees relocated. Vice Chancellor Bauer agreed to incorporate the copy centers into the bookstores in 2010 and added a copy center at College of San Mateo.

Mr. Peacock said the copy centers maintain college and district brand integrity by producing business cards and stationery and managing logos. He said the copy centers must hire, train and retain technically trained and highly skilled staff in the areas of graphic art, software and equipment operation. He said the copy centers have helped expand low cost access to course packs and readers by maintaining relationships with faculty and providing copyright management, production and binding services.

Vice Chancellor Bauer said the District has an agreement with Office Depot for printing and the charge is 2¢ per copy. He said the bookstores match that price but lose money on each copy made. He said the colleges have installed copy production machines in some buildings, resulting in a dramatic decrease in the use of the copy centers. He said the copy centers are operating at a significant loss. He said one of the ways to stabilize the bookstores would be to have the colleges take back operation of the copy centers or make another type of decision.

Mr. Chak outlined additional services offered by the bookstores:

- Brown Bag/Grab 'n Go Meals – 7,738 meals have been served to the SMCCCD community. Trustee Nuris asked if the meals are produced in-house. Mr. Kumar said some of the meals are produced in-house and others are provided by outside vendors. He said staff wants to make sure the meals are accessible to all students and since some food service sites close early, they have partnered with outside vendors who can deliver larger quantities of packaged meals on short notice. He said they also work with the District's food service vendor, Pacific Dining, and issue meal vouchers to students who prefer to have hot meals or who have more time to eat a meal. Mr. Kumar said the majority of students are accessing grab 'n go meals but staff is seeing students gravitate a bit more toward hot meals through Pacific Dining. Mr. Peacock said staff also works closely with the SparkPoint coordinators who provide fresh fruit to pair with the meals. They also work with the Associated Students and with the District's beverage pouring rights vendor, Pepsi, to offer free or very low-cost water to go with the meals. Chancellor Galatolo added that the Free Community Market at Skyline College provides access to free groceries to students as well as to community members.
- Loan 2 Own computer purchase program for employees
- Student job training
- In-kind donations and event sponsorships
- Departmental event help
- Commencement assistance
- Academic discounts for computer and software purchases
- Coordination of off-site and after-hours sales for off campus/online courses
- Ordering and selling books for President's Lecture Series and author events
- Free faxing and scanning to emails
- UPS and USPS mailing and shipping
- Recycling of toner cartridges

Vice Chancellor Bauer said that years ago, the sale of new and used textbooks kept the bookstores financially strong because these products could not be found elsewhere. As that business began to wane, the textbook rental program was introduced and has resulted in more than \$9 million in savings to students since 2005. Subsequently, the bookstores started working with course materials and kits in response to student needs.

Mr. Kumar said students reported challenges with getting non-book items, e.g. art kits, biology kits, medical assisting supplies, etc. Students would have to go through multiple vendors and locations to acquire all of the materials they needed for their classes. Students had to pay full price and did not always receive the correct items. The bookstores began working with faculty members to combine and consolidate all of the items into either a bag or kit, understanding that course kits would provide students the convenience of acquiring all of the correct items at one location and having them in possession on the first day of class. The bookstores worked directly with vendors to acquire the correct materials specified by faculty. The program was successful at Cañada College and the bookstore began to expand the program, telling vendors they would like to purchase items in volume in return for substantial discounts which were then passed on to students. Students who received financial aid or did not have the initial means to pay for the kits could still acquire the items using campus based funds such as Pell grants. Having the course packs at the bookstores allows students to use secure funds at the point of sale, thus protecting their safety. It ensures that students know where to acquire the materials, have the correct materials, and save money.

Vice Chancellor Bauer said the bookstores have responded to the changing ways in which students learn. When e-books and digital books first came on the market, the bookstores were the first in the Bay Area to begin selling them. As a result, while many publishers were marketing directly to students, the District's college bookstores continued to be the center for sales of these items to students.

Vice Chancellor Bauer discussed current trends in course materials. Through Open Educational Resources (OER), faculty can compile material that is free in the public domain and put it on Canvas, where students have access at no cost.

A number of faculty are doing this and the District is considering incentivizing them to do more. The Zero Textbook Cost (ZTC) program also offers materials at no cost but may include materials produced by faculty which have a very low cost.

Vice Chancellor Bauer said the Inclusive Access program, while not free, offers a low cost option to students. Cañada College was the first in the District to pilot and adopt Inclusive Access in 2010. Mr. Kumar said staff noticed a move toward a hybrid model of instruction, integrating in-person and online instruction, and recognized the need to modify the delivery model and platforms of content. Particularly in math and science, faculty were integrating more digital content into the curriculum and saw value in using a digital platform to enhance student learning and improving student outcomes. Many companies offered products and this created challenges, including: students had to familiarize themselves with different platforms; each platform required a different login credential; each had a different price; and there were problems with access. Price was a major barrier because of single use restrictions and because students lost money if they dropped a class. To confront these challenges, staff envisioned a uniform student experience regardless of content or portal experience and they designed the very early phases of what is now called the Inclusive Access program.

Vice Chancellor Bauer said benefits of Inclusive Access include:

- Student Equity – Day 1 or earlier access for all students; no credit cards required
- Student Security – Student information stays with District
- Student Savings – Estimated at \$2.4 million since 2017

Mr. Kumar said other benefits include single sign on and integration with Canvas; fixed pricing; full refund for students who drop a course within the add/drop period regardless of usage; streamlined delivery; option for students to opt out; and availability of print copy in the bookstores. He said that since the launch of Inclusive Access, prices have remained the same or decreased.

Vice Chancellor Bauer said Inclusive Access challenges include:

- Lower margins – Margins are set by vendors
- Delayed and uncollected payments – To address this, staff will likely change the way processing is done and this might alter the benefit of every student having materials on the first day of class. Receiving faculty adoptions on time would prevent delayed and uncollected payments.

Vice Chancellor Bauer said the Inclusive Access program has experienced explosive growth in just two years and is projected to grow even more significantly. He said this program, along with OER and ZTC, are wonderful for students but have a direct impact on the bookstores' finances. With the exception of the last two years, the bookstores have shown a profit and have been able to place funds in the reserve for a rainy day. Last year, the bookstores booked a loss of approximately \$200,000. Vice Chancellor Bauer said the loss this year will likely be slightly higher than \$400,000 and will continue to increase.

Trustee Mandelkern asked if Inclusive Access is all or mostly digital content. Mr. Kumar said e-books are a part of Inclusive Access but many faculty members are adding adaptive learning systems to enhance student learning. Trustee Mandelkern said that during a discussion about digital content two or three years ago, there was some pushback from students against getting electronic delivery of content versus a physical book. He asked if students are embracing electronic delivery more at this time. Mr. Kumar said there has been a decrease in the number of students opting out of Inclusive Access over the past four semesters. He said that at Cañada College, the highest opt out percentage was 2.5 percent and is now 0.3 percent. Student Trustee Chavez said he finds having digital content very helpful but usage depends upon individual student preference. He said the difficulty with the opt out feature is that some instructors put homework assignments exclusively on Inclusive Access, making it necessary for students to use in order to be successful in the class.

Vice Chancellor Bauer said the bookstores contribute to the overall success of the Promise Program. The Board has approved annual contributions of \$200,000 for course materials. In addition, the bookstores manage account balances, purchase history, tracking and reporting, as well as managing transportation cards and food incentives. While staff consider it gratifying to help students in this way and would not want it to change, it does have a considerable financial impact.

Vice Chancellor Bauer said the bookstores have remained sustainable over the years while others have not been able to do so because Chancellor Galatolo has allowed him to empower staff to do things they need to do to help students. He said he also had support from the Board to take risks, including the textbook rental program. He said the bookstores are at a different stage now and he is seeking guidance and direction from the Board on how to move forward. He said he would prefer to engage an independent third party to benchmark everything that is being done at the bookstores against other like colleges, e.g. community colleges in California, especially the Bay 10, that have self-operating bookstores. He noted that the Education Code specifies that bookstores are enterprise operations and must be self-sustaining.

Trustee Holober said he appreciates all of the work that has been done as reflected in the presentation. He asked if the \$200,000 contribution to the Promise Program is part of the projected deficit of \$400,000. Vice Chancellor Bauer said it is separate and apart from the projected deficit. Trustee Holober asked if functions that might not be viewed within the traditional confines of bookstore functions (e.g. copy centers, armored car service, fingerprinting, gas cards, etc.) are accounted for in the \$400,000. Vice Chancellor Bauer said they are. Trustee Holober asked if there is a way to itemize these and have them ascribed to something other than the bookstores. Chancellor Galatolo said it would be possible to shift some of the burden away from the bookstores but due to bookstore overhead, diminishing returns on declining enrollment and the continuing trend to Inclusive Access and online courses, he does not believe it would make the bookstores viable profit centers.

Trustee Nuris said he supports the independent review recommended by Vice Chancellor Bauer, who could then come back to the Board with recommendations.

Trustee Mandelkern said he agrees with the idea of having an independent review with benchmarking. He said there was previously a discussion about outsourcing the bookstores and he commended Vice Chancellor Bauer and his staff for keeping the bookstores internal and adapting to changes in market dynamics, technology, and student needs and demands. He said he does not believe the services that are offered to students today would be possible if the bookstores had been outsourced.

Trustee Mandelkern said the problem of sustainability is not specific to community college bookstores. He said zero margin businesses are not sustainable and it is necessary to determine how to make programs and services not only pay for themselves but also contribute to the overhead of the operation. He said the Board could make a conscious decision to subsidize something considered to be essential to the success of a program, such as gas cards. He said it should not be left to the bookstores to find a way to cover these costs; rather, it should be a higher level policy decision. Regarding the copy centers, Trustee Mandelkern said it does not make sense to have individual copy machines at other places on the campuses. He said he believes they should all be run by the bookstore copy centers, which might have to raise prices, or perhaps contract out certain types of copying to an entity such as Office Depot. Vice Chancellor Bauer said his preference would be to turn copying back to the campuses but have the bookstores continue to produce course packs two times per year.

Regarding the Inclusive Access challenges outlined by Vice Chancellor Bauer, Trustee Mandelkern said that while the margins are dramatically lower, the program is providing a great deal of value to students and the bookstores should be compensated. Recognizing that the margins are set by vendors, he said there could be other ways to add fees or revenue, including a possible policy decision to subsidize certain costs.

Trustee Mandelkern said the issue of delayed and uncollected payments is a process issue that should be solved. Vice Chancellor Bauer agreed that it is a process issue; however, he said getting adoptions from faculty on the days they are needed is an issue for colleges across the country. He said staff works with the Academic Senate president, makes announcements on flex day presentations and sends letters and emails to faculty. Trustee Mandelkern said he believes this issue should be part of a larger discussion to make sure there is understanding of the cost of not getting adoptions in on time and how this affects the Districtwide financial picture overall. District Academic Senate President Wallace said he will address the economic impact of this issue with faculty.

Trustee Nuris asked if there is collaboration with other districts that might be in the same situation. Vice Chancellor Bauer said the District is part of national buying groups. He said that within the Bay 10, the Foothill-De Anza District is the only other district that has not contracted out their bookstores. He said the company that he would like to hire to conduct the independent review would benchmark colleges in like areas such as Los Angeles and San Diego.

Trustee Holober said he believes an independent study makes sense. He said there is more than one component to the growing deficit and there may be more than one element to the solution. He said one suggestion has been to re-characterize certain costs; while this would not make the costs go away, it would keep the bookstores more on track of being self-sustaining.

Trustee Mandelkern said the world is changing and lines are getting blurry, as evidenced by the changes in retail bookstores. He said District bookstores offer coffee service and some food service and there could be consideration of merging the services into one operation such as “Student Services Operations” or “Consumer Operations.” Vice Chancellor Bauer said the independent study will look at all possibilities.

Student Trustee Chavez asked if the Grab ‘n Go and brown bag meals are projected to grow over the next couple of years. He said they are not widely advertised at College of San Mateo and he believes many students are not aware of their availability. Vice Chancellor Bauer said the Associated Student Bodies at the colleges are responsible for advertising the programs and he will bring Student Trustee Chavez’s comments to the Student Life and Leadership Assistant’s attention. Chancellor Galatolo said the Grab ‘n Go and brown bag programs will continue to grow and the District is also addressing food insecurity in general. He said two warm meals per day can be provided to one thousand students at a cost of \$1 million per year. He said the Board agreed to this plan at their retreat in March and it will be piloted in the fall.

Student Trustee Chavez said many students are not aware that they have Inclusive Access balances on their account until they are not able to get their ID cards. Mr. Peacock said the reason the charges cannot be placed on a student’s account upfront is due to adoptions from faculty not coming in on time. Because of this, the fees are placed on the account after classes begin so that students will not be dropped for unpaid fees. Trustee Mandelkern said faculty should be educated about the fact that untimely submissions can result in students being unable to get their ID cards. President Wallace said he will also address this issue with faculty.

Vice President Schwarz thanked Vice Chancellor Bauer and his staff for their excellent presentation. She said she recalls problems with the bookstores when she first joined the Board and said that since that time, Vice Chancellor Bauer has created an atmosphere of teamwork and has been able to provide extra services to students.

Vice Chancellor Bauer said he plans to present a follow-up report to the Board in October or November and the individual who will conduct the third-party study will be at the meeting to present his results.

STATEMENTS FROM BOARD MEMBERS

Regarding statements from the public on AB 302, Trustee Mandelkern said there seems to be a misconception that specific parking lots have been designated should the law go into effect. He said this has not been determined. He said it also has been made clear that bathroom facilities would be required.

Vice President Schwarz said there was a meeting of the Educational Housing Corporation dealing with construction at Cañada Vista and the Board of Directors approved a plan to help residents by granting a one-year lease extension to residents of Cañada Vista. She said there is no perfect solution but she believes this is the best solution possible.

ADJOURNMENT

The meeting was adjourned by consensus at 8:46 p.m.

Submitted by

Michael Claire, Secretary

Approved and entered into the proceedings of the September 11, 2019 meeting.

Karen Schwarz, Vice President-Clerk

BOARD REPORT NO. 19-9-1C

TO: Members of the Board of Trustees
FROM: Michael Claire, Acting Chancellor
PREPARED BY: Mitchell Bailey, Vice Chancellor/Chief of Staff, 574-6510

**CONTEMPORARY CONVERSATION REGARDING RACE, CLASS, GENDER, PRIVILEGE
AND EQUITY: PRESENTATION OF STUDENT EQUITY PLANS – CAÑADA COLLEGE,
COLLEGE OF SAN MATEO AND SKYLINE COLLEGE**

Over the course of the last two and a half years, the Board and the District have had focused conversations relating to race, class, gender, privilege and equity. The foundations of these conversations are manifested in the District's Strategic Plan and facilitated across the campuses in classrooms, programs, curriculum, policies, trainings and general awareness and actions.

The Board will continue this conversation with a presentation of the three colleges' Student Equity Plans, which the Board will be asked to approve during this meeting.

BOARD REPORT NO. 19-9-1A

TO: Members of the Board of Trustees
FROM: Michael Claire, Acting Chancellor
PREPARED BY: David Feune, Director, Human Resources, 358-6775

APPROVAL OF PERSONNEL ITEMS

New employment; changes in assignment, compensation, and placement; leaves of absence; changes in staff allocation and classification of academic and classified personnel; retirements, phase-in retirements, and resignations; equivalence of minimum qualifications for academic positions; and short-term temporary classified positions.

A. ADMINISTRATIVE APPOINTMENT, REAPPOINTMENT, ASSIGNMENT AND REASSIGNMENT
(NP = New position, * = New Employee)

Cañada College

Matais Pouncil* Interim Dean, Science and Technology Science & Technology

New interim administrative assignment, effective September 1, 2019, replacing Adam Windham who resigned.

B. PUBLIC EMPLOYMENT

1. New Hires (NP = New Position, * = New Employee)

Cañada College

Karla De La Rosa* Office Assistant II (TRIO SSS) Office of the Vice President of Student Services

New part-time (48%), 12-month temporary classified employment, effective August 7, 2019. This was a vacant position.

Mahitha Rao* Retention Specialist Student Services
Promise Scholars Program (NP)

New full-time, 12-month classified employment, effective August 22, 2019. This position was previously Board approved on April 24, 2019.

College of San Mateo

Maricela Claudio* Child Development Center Aide II (Teacher) Student Services

New full-time, 10-month classified employment, effective August 6, 2019, replacing Michelle Tating who resigned.

Remi Harada* Retention Specialist (International Education Program) Office of the Vice President of Student Services

New full-time, 12-month classified employment, effective August 12, 2019, replacing Christine Su who was reassigned.

Samantha Martinez* Cosmetology Aide Business/Technology

New full-time, 12-month classified employment, effective August 12, 2019, replacing Kimberly Salido who was reassigned.

Yvonne Williams* Cosmetology Aide (NP) Business/Technology

New full-time, 12-month classified employment, effective August 12, 2019. This position was previously Board approved on June 12, 2019.

District Office

Sandra Allen* Director, Customer Relationship Management Systems (NP) ITS

New full-time, 12-month classified supervisory (exempt) employment, effective September 16, 2019. This position was previously Board approved on January 23, 2019.

Michael Carlisle* Custodian (NP) Facilities

New full-time, 12-month classified employment, effective August 26, 2019. This position was previously Board approved on March 27, 2019.

James Garma Custodian (NP) Facilities

New full-time, 12-month classified employment, effective August 19, 2019. This position was previously Board approved on March 27, 2019.

Omar Guzman Lopez Custodian (NP) Facilities

New full-time, 12-month classified employment, effective August 19, 2019. This position was previously Board approved on March 27, 2019.

Lorenzo Hall, Sr* Custodian Facilities

New full-time, 12-month classified employment, effective August 26, 2019, replacing Alexis Lora Pena who was reassigned.

Jesus Ibarra Custodian Facilities

New full-time, 12-month classified employment, effective August 19, 2019, replacing Linda Liu who was reassigned.

Padideh Javan-Khoshdel Document Management Specialist Facilities Planning, Maintenance
(Measure H) & Operations

New full-time, 12-month temporary classified employment, effective August 26, 2019, replacing Maria Aquino who was reassigned.

Jose Soliman Custodian (NP) Facilities

New full-time, 12-month classified employment, effective August 19, 2019. This position was previously Board approved on March 27, 2019.

Skyline College

Joseph Jaballa* Office Assistant II (Passport Acceptance Facility) Global Learning Programs & Services

New part-time (48%), 12-month classified employment, effective August 7, 2019, replacing Kelly Li who was reassigned.

Mayra Lopez-Thibodeaux Instructional Aide II Academic Support &
(Funded by the Basic Skills Initiative) Learning Technologies

New part-time (48%), 10-month temporary classified employment, effective August 14, 2019, replacing Scott McMullin who was reassigned.

Giyha Margate* Storekeeper Business, Education & Professional Programs

New part-time (48%), 11-month classified employment, effective August 1, 2019. This was a vacant position.

Kimiko Petsche Office Assistant II (Passport Acceptance Facility) Global Learning Programs & Services

New part-time (48%), 12-month classified employment, effective August 7, 2019, replacing Sonya Pope who was reassigned.

Alexandra Raefsky* Cosmetology Office Assistant Business, Education & Professional Programs

New part-time (48%), 10-month classified employment, effective August 12, 2019, replacing Hoi Yin (Amy) Yiu who was reassigned.

3. Recommend a change in title of the “Emergency Preparedness Manager” position to “Emergency Manager” at Grade 185E of the Academic/Classified Exempt Supervisory Salary Schedule (35), effective September 12, 2019. Accordingly, recommend a corresponding adjustment in title for the incumbent, Ben’Zara Minkin, effective September 12, 2019. There is no change in salary.

F. PHASE-IN RETIREMENT

None

G. LEAVE OF ABSENCE

None

H. PUBLIC EMPLOYEE RETIREMENT AND RESIGNATION

1. Retirement

College of San Mateo

Melanie Berzon Director, Radio Program Operations KCSM

Retirement effective June 30, 2019 with 25.5 years of District Service. Eligible for District retiree benefits.

Sandra Comerford Vice President of Instruction Office of the Vice President of Instruction

Retirement effect August 31, 2019 with 29 years of District Service. Eligible for District retiree benefits.

2. Post-Retirement

None

3. Resignation

Cañada College

Ana Avendano Assistant Project Director Student Services

Resignation effective September 6, 2019 with 1.5 years of District Service.

Rose Jimenez Financial Aide Technician Enrollment Services

Resignation effective July 22, 2019 with 14 years of District Service.

District Office**Ludivico Viray, Jr.**

Public Safety Officer

Public Safety

Resignation effective September 6, 2019 with 6.5 years of District Service.

Skyline College**Corinne Rakes**

Office Assistant II

Counseling

Resignation effective September 2, 2019 with 10 months of District Service.

I. ESTABLISHMENT OF EQUIVALENCY TO MINIMUM QUALIFICATIONS

None

J. PROFESSIONAL EXPERT/CONTRACT POSITIONS

<i>Location</i>	<i>Division / Department</i>	<i>No. of Pos.</i>	<i>Start and End Date</i>		<i>Services to be performed</i>
College of San Mateo	Social Science / Creative Arts	1	08/15/2019	05/22/2020	Professional Expert: Teaching Drums to students.
College of San Mateo	Social Science / Creative Arts	1	08/15/2019	05/22/2020	Professional Expert: Teaching Jazz Piano to students.

K. SHORT-TERM, NON-CONTINUING POSITIONS

The following is a list of requested classified short-term, non-continuing services that require Board approval prior to the employment of temporary individuals to perform these services, pursuant to Assembly Bill 500 and its revisions to Education Code 88003:

<i>Location</i>	<i>Division / Department</i>	<i>No. of Pos.</i>	<i>Start and End Date</i>		<i>Services to be performed</i>
Cañada College	Academic Support & Learning Technologies	2	09/12/2019	12/31/2019	Instructional Aide II: This position will support students enrolled in college level Math and English, with particular focus on accelerated course curriculum that is part of AB 705 implementation. Under supervision, will provide one-to-one and small group tutoring; assist program/lab coordinators in the development and application of supplemental subject area instruction; assist students in the use of instructional materials, e.g., computers, media; assist in the presentation of workshops and study groups, and related needs.

Cañada College	Student Services / Dream Center	1	09/12/2019	12/31/2019	Program Services Coordinator: This position will initiate, plan, implement, and coordinate Dream Center events and activities.
College of San Mateo	Language Arts	1	09/23/2019	12/31/2019	Office Assistant II: This position will provide clerical and operational support for the Guided Pathways efforts as it moves from inquiry into the design stage in FY 2019-2020. We will assess the needs to determine if we pursue a permanent position or remove the position altogether.
College of San Mateo	Enrollment Services	1	11/1/2019	12/23/2019	Retention Specialist: This position will provide retention support for the Promise Scholars Program, cohort of 750 students, providing intentional and direct support for students to matriculate into the program and to complete the required steps to stay eligible for the program. This short-term was originally submitted to cover until the director returns from maternity leave; however now we need this support while we hire for the vacant Scholars Program PSC position.
District Office	Auxiliary Services	1	09/01/2019	09/30/2019	Assistant Project Director: This position will assist with finances and contracts, and assist with BAPA duties as needed.
Skyline College	TRIO Program/SESP	1	07/01/2019	12/31/2019	Instructional Aide II: <i>Previously Requested Position</i> This position will provide individualized and small group tutorial services in specific subject areas (i.e., Math, English, ESOL, Chemistry, Biology, Accounting and Social Science). One position was Board approved on June 12, 2019. The department needed a total of 2 positions.

<p>Skyline College</p>	<p>Cosmetology/ Wellness</p>	<p>1</p>	<p>09/03/2019</p>	<p>12/16/2019</p>	<p>Cosmetology Aide: This position is needed to meet the required standard of 24:1 student to teacher ratio by CAMTC in the Cosmetology/Wellness Department. This position will assist during Massage Therapy practical lab hours. Duties include assistance in overseeing the implementation of applied technique pertaining to Massage Therapy.</p>
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BOARD REPORT NO. 19-9-1CA

TO: Members of the Board of Trustees
FROM: Michael Claire, Acting Chancellor
PREPARED BY: Ginny Brooks, Executive Assistant to the Board of Trustees, 358-6753

ACCEPTANCE OF GIFTS BY THE DISTRICT

Board Policy 8.38, Gifts and Donations, requires that a periodic report of gifts and donations valued at \$1,000 or more be made to the Board of Trustees. All gifts are promptly acknowledged when received. The following donation was received since the last report:

GIFT

2019 Subaru Ascent
Donor's Estimated Value: \$32,970

Automobile will be used for educational purposes in the Skyline College Automotive Program

DONOR

Subaru of America, Inc.
One Subaru Drive
Camden, NJ 08103

RECOMMENDATION

It is recommended that the Board accept the gift listed above.

RESOLUTION NO. 19-15

**BY THE GOVERNING BOARD OF
THE SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT
STATE OF CALIFORNIA**

**RESOLUTION IN SUPPORT OF MEASURE H, THE REDWOOD CITY SCHOOL DISTRICT
EDUCATION IMPROVEMENT AND STUDENT ACHIEVEMENT PARCEL TAX MEASURE**

WHEREAS, the Board of Trustees of the Redwood City School District has established the goals of improving academic performance, maintaining the highest possible quality of education for all children in the District, and providing the best qualified staff available; and

WHEREAS, student achievement in reading, math and other academic subject areas is increasing steadily in Redwood City elementary and middle schools; and

WHEREAS, the Redwood City School District is one of the lowest funded in San Mateo County; and

WHEREAS, the Redwood City School District is committed to ensuring that local students have access to similar opportunities as students in neighboring communities; and

WHEREAS, the Redwood City School District has engaged in a variety of efforts to identify all possible funding sources and generate funds for the District to meet its educational goals; and

WHEREAS, securing additional funding at the local level will eliminate some of the uncertainty in school district budget planning resulting annually from the State budget process; and

WHEREAS, revenue from a supplemental parcel tax will support the education of all public school students living in the Redwood City School District;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the San Mateo County Community College District supports Measure H, which will be on the ballot for the November 5, 2019 Consolidated Municipal, School and Special District Election.

REGULARLY PASSED AND ADOPTED this 11th day of September 2019.

Ayes:

Noes:

Abstentions:

Attest:

Karen Schwarz, Vice President-Clerk
Board of Trustees

BOARD REPORT NO. 19-9-100B

TO: Members of the Board of Trustees
FROM: Michael Claire, Acting Chancellor
PREPARED BY: Bernata Slater, Chief Financial Officer, 358-6795

PUBLIC HEARING OF THE 2019-20 FINAL BUDGET

California Code of Regulations, Title V §58301, specifies that the proposed budget for the ensuing year be available for public inspection and that a public hearing be held.

The proposed 2019-20 budget to be presented for adoption has been available since September 6, 2019, and in conformance with §58301, the public hearing has been scheduled for this meeting of September 11, 2019.

In accordance with the Code, notification of the dates and locations at which the proposed budget was available for inspection, as well as the date, time, and location of the public hearing, was published in the *San Mateo County Times*.

RECOMMENDATION

It is recommended that the Board of Trustees proceed with the public hearing on the proposed 2019-20 Final Budget for the San Mateo County Community College District.

BOARD REPORT NO. 19-9-101B

TO: Members of the Board of Trustees

FROM: Michael Claire, Acting Chancellor

PREPARED BY: Bernata Slater, Chief Financial Officer, 358-6795

ADOPTION OF THE 2019-20 FINAL BUDGET

Section No. 58305(c) of the California Code of Regulations, Title 5, requires that “on or before the 15th day of September, the governing board of each district shall adopt a final budget.” The adoption of the budget will provide the District with a comprehensive financial plan of income sources and proposed expenditures for the 2019-20 fiscal year.

RECOMMENDATION

It is recommended that the Board of Trustees adopt the 2019-20 Final Budget in the amounts detailed below, and that the CCFS-311 report be submitted to the State Chancellor’s Office.

Fund	2019-20 Budget	% of Total
Unrestricted General Fund	\$214,469,184	45.86%
Self-Insurance Fund	2,138,378	0.46%
Debt Service Fund	65,549,956	14.02%
Restricted General Fund	46,253,978	9.89%
Capital Projects Fund	100,457,464	21.48%
Bookstore Fund	7,331,681	1.57%
Cafeteria Fund	245,588	0.05%
San Mateo Athletic Club (SMAC)	5,626,206	1.20%
Community, Continuing and Corp Ed	1,638,578	0.35%
Child Development Fund	1,428,922	0.31%
Trust Funds (Financial Aid)	15,651,997	3.35%
Reserve for Post-Retirement Benefits / Housing Loan	6,916,000	1.48%
TOTAL	\$467,707,932	100.00%



SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

Fiscal Year 2019-2020 Adopted Budget Report



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FY 2019-2020 FINAL BUDGET REPORT



BOARD OF TRUSTEES

Maurice Goodman, *President*

Karen Schwarz, *Vice President-Clerk*

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Dave Mandelkern

Thomas A. Nuris

Jordan Chavez, *Student Trustee*

Michael Claire, *Acting Chancellor*

Bernata Slater, *Chief Financial Officer*

Peter Fitzsimmons, *District Budget Officer*

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CHANCELLOR'S LETTER

September 2019

Dear Colleagues and Friends,

I'm proud to present this balanced budget to you that reflects the priorities and reinforces the core values of the San Mateo County Community College District. This document is an important tool that helps us fulfil our mission and appropriately resource our strategic plan goals. Above all, this budget reflects our commitment to people – students, employees and members of the community. We value the commitment that each brings to making our colleges safe and welcoming places to learn, work, visit and grow.

This budget provides critical resources to support students and ensure they are successful inside and outside the classroom. With allocations to the District's Promise Scholars Program, funding is provided to help remove financial barriers that often cause under-resourced students not to attend or complete college. In addition to providing for tuition and fee assistance, the District's Promise Program also provides these students with resources for textbooks and basic needs such as food and transportation. All of this is done in alignment with the District's Strategic Plan.

As a result of innovative and important work at the District's three Colleges, the student learning experience is being enhanced and redefined. This budget supports major initiatives like Guided Pathways, implementation of a Districtwide Constituent Relationship Management (CRM) program, along with the adoption of the Accelerated Study in Associate Programs (ASAP), so that students can be supported in a way that allows them to have a focused, yet well-rounded, educational journey that leads them to a credential, transfer and or a career.

Our focus on quality teaching and learning, alignment with community needs and commitment to serving underrepresented populations makes the San Mateo County Community College District an important part of the fabric of our region. This budget provides the resources and commitment to ensure that the District maintains its important position as the community's provider of world-class, higher education and training.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael Claire", with a long horizontal flourish extending to the right.

Michael Claire
Acting Chancellor

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2019-20 ADOPTED STATE BUDGET

The California Legislature approved the 2019-20 State Budget with over \$148 billion in General Fund spending which the Governor signed into law on June 27, 2019. According to the information provided by the Governor's office, the 2019-20 state budget priorities focused on:



- **Building Budget Resiliency:** The state budget continued to increase the fund balance of the Rainy Day Fund by adding an additional \$1.2 billion bringing that reserve to \$16.5 billion and for the first time provides for a deposit into the Public School System Stabilization account (\$389 million). The budget also allocated \$5.4 billion to pay down CalSTRS and CalPERS liabilities in 2019-20 with additional dollars for future years. Lastly the budget provided \$4.5 billion to eliminate other debts and deferrals.
- **Emergency Preparation:** The state budget included funding for improving responses to emergencies with a focus on enhancement of 9-1-1 response systems and on addressing firefighting resources while backfilling property tax and school losses due to wildfires.
- **Affordability and Opportunity:** The state budget increased the earned income tax credit, increased the income level to qualify for Medi-Cal, and increased eligibility for Medi-Cal for young adults. The budget included funding for the production and planning of new housing and also holds cities accountable for building additional housing. The budget increased paid family leave and provided funding for additional preschoolers from low-income families. The budget increased the funding formula for K-12 and added an additional year of tuition-free community colleges for first-time, full-time students – the latter of which is discussed further in the section below.
- **Justice and Dignity:** The state budget included \$1 billion to combat homelessness; provided funds to improve water infrastructure, and to transform youth correctional facilities.

COMMUNITY COLLEGE BUDGET HIGHLIGHTS

The Board of Governors approved the 2019-20 California Community Colleges Budget and Legislative Request at their September 2018 meeting. The request was designed to align the system's advocacy with the *Vision for Success*. The 2019-20 State Budget included an additional \$245.7 million in ongoing and \$29.6 million in one-time funds for local assistance to California Community Colleges. The major components of the 2019-20 State Budget for California Community Colleges include:

Apportionment

The budget included both funds and trailer bill legislation related to changes in the recently implemented Student Centered Funding Formula (SCFF), which does not currently apply to the SMCCCD given its community-supported status. This formula allocates funding to districts based upon full-time equivalent students (FTES) as well as additional factors. There are three calculations in the formula: (1) a base allocation consistent with the prior SB361 formula; (2) a supplemental allocation based on the number of students who receive a California College Promise Grant, Pell Grant, or are AB540 students; and (3) a student success allocation, which allocates funds for outcomes related to a variety of "success metrics" including the number of associate degree transfers (ADTs), associate degrees (AAs), bachelor's degrees (BAs), or credit certificates awarded; the number of students completing transfer-level math and English within the first academic year of enrollment; the number of transfers to four-year universities; the number of students completing nine or more career technical education (CTE) units; and the number of students attaining a regional living wage. There are "bonuses" based on outcomes of the California College Promise Grant or Pell Grant recipients in the afore-mentioned metrics. The formula is to be phased in over the three years (2018-19 through 2020-21). Some lessons from the first year (2018-19) resulted in modifications beginning in the second year (2019-20), which are noted as follows:



- **Formula Structure and Transition:** In 2018-19, 70 percent of funding was distributed based upon the base allocation, 20 percent of the funding based upon the supplemental allocation, with 10 percent of the funding based upon the student success allocation. The implementation plan was to redistribute the allocations from 70/20/10 in 2018-19 to 65/20/15 in 2019-20 and to 60/20/20 in 2020-21 and beyond. Rather than advancing the redistribution as planned, the 2019-20 allocation will remain 70/20/10 in 2019-20.
- **Student Success Allocation:** The student success metric associated with the number of awards was redefined such that only the highest award a student achieved during the year will be counted. The definition of a transfer was defined as to only count towards a district’s allocation if the student who transferred completed 12 or more units from said district in the year prior to transfer. Further each metric will be based upon a prior three-year average as opposed to the prior-year. In addition, growth in apportionment from this allocation will be constrained to available funding.
- **Hold Harmless Provision:** The provision has been extended one additional year through 2021-22 such that no district shall receive less funding than received in 2017-18 re-calculated annually for an increase to reflect a cost-of-living adjustment.
- **Funding Rates:** The State Chancellor’s Office has been directed to develop funding rates that implement these policy changes. Given this, rates may change throughout the year (or even post-year) as data is collected, analyzed, and compiled.

As mentioned earlier, the funding formula does not impact SMCCCD for General Fund apportionment because the District is community-supported; however, categorical funding allocations may be appropriated using the same methodology in the future. Staff remains actively engaged at the state level and is closely following the impact that the implementation of SCFF may have on students.

California College Promise Expansion

The budget included funding to extend the California College Promise Program, as previously noted, for a second year for first-time, full-time students. It also allows districts to define full-time for students with disabilities. The second-year funding will be allocated based on the number of first-year students each district reports.

Cal Grant Expansion

The budget included additional funding to expand competitive Cal Grants, which primarily serve older students. The program also creates a supplemental grant for recipients who have dependent children. Finally, the program creates a Cal Grant B Service Award for students not eligible for Federal Work Study to receive up to \$1,500 per semester in exchange for at least 150 community or volunteer service hours.

CalSTRS and CalPERS

The budget both buys down a portion of the liability for the two pension systems and provides funding to reduce the employers’ share of current payments in the short-term. The payments of \$1.6 billion to CalSTRS and \$660 million to CalPERS should reduce the employer rates for each system by about 0.3% starting in 2021-22. The budget includes payments to the two systems in 2019-20 and in 2020-21 that would reduce each year’s employer rates for both systems by about 1%. The payment to provide funding for short-term relief to employers is welcome; however, districts are still grappling with long-term funding strategies as rates are expected to continue to rise as noted below.

	2018-19	2019-20	2020-21	2021-22	2022-23
CalSTRS	16.28 %	17.10 %	18.40 %	18.10 %*	18.10 %*
CalPERS	18.062 %	19.721 %	22.70 %*	24.60 %*	25.40 %*

*projections from School Services of California

Capital Funding

The budget provided \$535.3 million in funds from Proposition 51, which was approved by the voters in 2016. This funds 20 continuing and 39 new projects, and implements a new policy of requiring local match. SMCCCD's projects were included in the State's Adopted Budget due to the efforts of staff advocacy as originally the projects were excluded. The projects included were: the Campus Water Tank Replacement at CSM, Building 13 – Multiple Program Instructional Center at Cañada College, and Building 2 - Workforce and Economic Development Prosperity Center at Skyline College.



Additionally the budget allocated \$13.5 million for deferred maintenance, of which, the District will receive \$185,549.

STATE AND NATIONAL ECONOMIC OVERVIEW

Despite natural disasters, epic traffic congestion, and the high cost of living, California's economy remains strong as the world's fifth largest. California's population has increased 19.3 percent over the past two decades, the most of the five largest economies and a percentage point higher than the nation's population increase.¹ Furthermore, California has gained over 3 million jobs since the economic expansion began in February 2010, with 9 of 11 industry sectors adding jobs in March 2019.² However, recent forecasts anticipate California's employment growth rate will slow with recession risks rising.³

A recent update was made using the State's Fiscal Health Index, which was created by the State's Legislative Analyst's Office to track the strength of economic conditions relevant to the state's fiscal health, and combines ten key data points (home prices, home sales, residential building permits, commercial building permits, the S&P 500 stock market index, venture capital funding, unemployment insurance claims, CalFresh claims, port traffic, and new car sales). An increase in these variables signals a positive outlook while a decrease suggests the opposite. According to the update released in June 2019, although historically high, the index has declined for three consecutive months and "declines of this magnitude have not been observed since the last recession." Weakness appears most pronounced in housing and new car sales with other indices stagnating. While these indicators do not necessarily signal the imminence of a recession, the warning signs associated with an impending slowdown are present.⁴

The national economy is expected to maintain its longest expansion in history this year, albeit at a slower pace impacted by weaker global growth and trade tensions. Senior economist David Shulman describes the national outlook as a "3-2-1 economy, where growth on a fourth-quarter-to-fourth quarter basis was reported at 3.1 percent in 2018 and is forecasted to be 2.1 percent and 1.4 percent in 2019 and 2020, respectively." Concurrently, he warns that "when the economy slows to 1 percent growth, the risk of a recession becomes very real, with the second half of 2020 being most problematic."⁵ Recent market conditions inclusive of yield curve inversions may possibly accelerate a recession; however, to what degree and when is unknown.

LOCAL ECONOMIC OVERVIEW

As a community-supported district, staff pays particularly close attention to the local economy and real estate markets. The County of San Mateo continues to enjoy one of the highest employment rates in the state with unemployment at a low 2.2 percent in June 2019, compared to the statewide average of 4.2 percent and the national average of 3.8

¹ <https://markets.businessinsider.com/news/stocks/california-economy-16-mind-blowing-facts-2019-4-1028142608#california-produces-more-than-400-agricultural-products5>

² <https://www.edd.ca.gov/newsroom/unemployment-june-2019.htm>

³ <http://newsroom.ucla.edu/releases/ucla-anderson-forecast-june-2019-us-california>

⁴ <https://lao.ca.gov/LAOEconTax/Article/Detail/390>

⁵ <http://newsroom.ucla.edu/releases/ucla-anderson-forecast-june-2019-us-california>

percent, with job growth of 1.3 percent as compared to national job growth of 1.6 percent. Future job growth is predicted at 37.6 percent over the next decade.^{6 7 8}

Within the next five years employment growth is expected to continue in areas of professional services, information technology, education, health services, transportation, and hospitality. Together, these sectors are estimated to account for 88 percent of net employment growth. It is anticipated that approximately 48,000 jobs will be added by 2024 attracting new workers to the area. The obvious challenge will be housing as unfortunately, only one new home was built in San Mateo County for every 19 jobs created between 2010 and 2015.⁹ Exacerbating the housing shortage is the limited number of housing permits issued each year (approximately 1,700 annually). In 2018 residential building permits in the Bay Area were down despite the strong demand for housing. In San Mateo County the number of permits decreased by 49 percent over the previous twelve-month period.¹⁰

With very few new homes built, the housing crisis in the county continues to deepen with the housing market only slightly weakened by mortgage interest rates and turbulent financial markets. The alternating confidence and fear generated by its swings as well as impacts of federal tax law changes have been considerable factors in the Bay Area real estate markets with foreign investments recently declining by 49% for a variety of economic and political factors. Still, the local real estate market demonstrated a strong second quarter with median house sales prices bouncing back to slightly exceed the previous peak in 2018.¹¹ Despite this positive trend, UCLA economists anticipate that the housing market in California is likely to cool as 2020 approaches regardless of job growth. Accordingly staff anticipates slightly lower property tax revenue increases over the next few years.

DISTRICT FUNDING AND PRIORITIES OVERVIEW

The San Mateo County Community College District (SMCCCD) continues its community-supported status for the ninth consecutive year (since 2011-12). To ensure protection against any legislation that may threaten this status, District officials continue to play an active and vital role in policy and advocacy positions and participate in many statewide committees to represent District views and interests.

As the District pursues different avenues and approaches to address community needs, which also include responding to the educational requirements of its student population, there is a strong commitment to maintain a prudent and stable financial position. The future continues to look promising with the addition of new faculty and staff to improve and enhance District goals. These goals are aligned with the District Strategic Plan as programs are put in place and implemented. Among these programs are the Promise Scholars program, the Constituent Relationship Management (CRM) system, and an initiative to address food insecurity. Also highlighted are the International Education program and the Equity Institute.

⁶ <https://fred.stlouisfed.org/series/CASANM0URN>

⁷ <https://aawww.google.com/search?client=safari&rls=en&q=us+unemployment+rate&ie=UTF-8&oe=UTF-8>

⁸ https://www.bestplaces.net/economy/county/California/san_mateo

⁹ <https://climaterwc.com/2018/06/20/1-home-built-for-every-19-jobs-created-in-san-mateo-county/>

¹⁰ <https://sanfrancisco.cbslocal.com/2019/08/02/housing-crisis-bay-area-residential-building-permits-down-18-19/>

¹¹ <https://www.bayareamarketreports.com/trend/san-mateo-home-prices-market-trends-news>

Promise Scholars Program

The Promise Scholars Program remains available at all three colleges in the District and supports the focus of the District’s Strategic Plan: “Students First – Success, Equity, and Social Justice,” by removing financial barriers that prevent students from being able to pursue their educational goals full time. In addition to financial support, each college



provides a set of student and academic support services that are designed to increase success and persistence leading to completion. Access to textbooks and instructional materials, as well as support for transportation and meals, are also included as part of the program. This is done in recognition of the fact that it is more than the cost of enrollment that prevent students from accessing higher education. Program components and costs were discussed at the Board of Trustees’ annual retreat in March 2019 with a plan of advancing the program to serve 2,000 students in 2019-20. The total budget for the Promise Scholars Program for Fiscal Year 2019-20 (a part of this budget), includes an allocation of \$3.2 million from the funds listed below, and applied towards fee waivers and support for students.

Promise Scholars Program Funding Sources and Allocations (Direct Resources to Students)

Source	Amount
Enterprise Funds	\$400,000
Foundation	\$300,000
Housing Fund	\$300,000
State & One-Time Resources	\$700,000
Fund 1 (Fee Waivers)	\$1,500,000
2019/20 Total	\$3,200,000

The District plans to continue to grow the Promise Scholars Program in future years. The District plans to utilize any and all state funding available (AB19 Grant) and continue to fundraise both through Foundation and through grant opportunities.

Constituent Relationship Management System

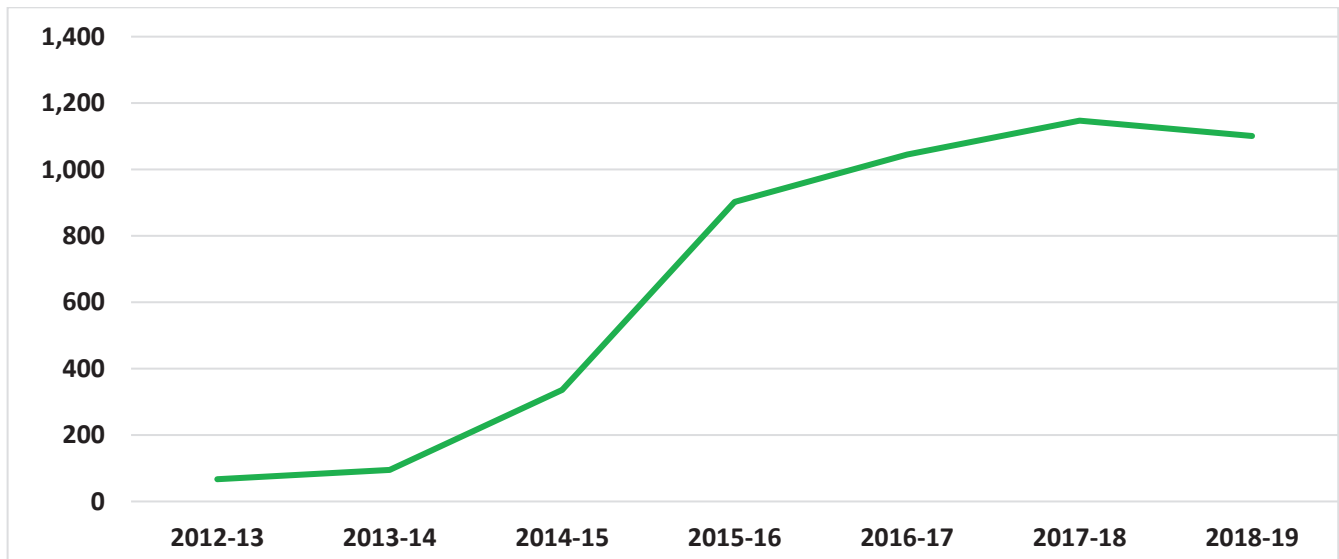
The Constituent Relationship Management (CRM) system, which is aligned to the District’s Strategic Plan’s goal of increasing program delivery options, including the expanded use of instructional technology to support student learning and success, is designed to transform the way the District interacts with students and vice versa. The initiative’s focus is to architect a suite of well-integrated solutions that will empower students and the community to support student success to scale. This includes, but is not limited to, streamlining systems to better integrate the management of student records, the monitoring of student progress of educational goals, the enhancing of the class registration process, and marketing outreach. This budget provides an additional \$1.75 million to fund the on-going technology contracts and four positions to support the system.

International Education

The District has experienced robust international student enrollment growth unseen amongst community colleges in the nation over the past several years that has catapulted the District to rank #17 among community colleges

nationwide according to the Institute for International Education ¹² and is currently among the top ten in the State. Yet, geopolitics and other dynamics beyond the District’s control are negatively impacting the traditional modes of marketing and outreach as evidenced by double digit recent declines among higher education institutions. This budget anticipates a modest increase of \$215,325 in revenues as a result of the increase to the non-resident tuition fee adopted by the Board of Trustees in spring 2019 despite an anticipated decline of approximately 100 FTES in 2019-20.

International FTES Enrollment Trend (2013 – 2019)



In order to mitigate the negative geopolitical impact on international student enrollment and to remain competitive in the higher education marketplace, the District is implementing a new initiative known as the Global Online Advanced Learning (GOAL) program. This new program will enable international students to take online courses in cohorts in their country of origin, thus allowing the District to expand its outreach to markets previously untapped and to attract students who would not have normally considered enrolling at the District’s colleges due to visa concerns and/or cost-of-living expenses. Additionally the District is encouraged by the significant potential and results in its collaboration with Silicon Valley Intensive English Program (SVIEP), the U.S. State Department, and the U.S. Commerce Department. The State and Commerce Departments are both promoting the District’s program in South America, India, the Middle East, and Africa. Students attending SVIEP have become a viable direct source of incoming students with 80 students



matriculating to academic programs. Due to the continued enrollment decline amongst resident students primarily thought to be due to low unemployment rates, international students are filling empty classroom seats. Being community-supported, the District does not have an enrollment cap and no student is denied access due to the enrollment of international students. In fact, for every 2.5 international students, the District has the resource to provide an additional course section for resident students and for every dollar spent on the college campuses by international students, \$4 are spent in the local community. Given this, it is estimated that international students contribute \$40 million to the local economy annually.

Due to the continued enrollment decline amongst resident students primarily thought to be due to low unemployment rates, international students are filling empty classroom seats. Being community-supported, the District does not have an enrollment cap and no student is denied access due to the enrollment of international students. In fact, for every 2.5 international students, the District has the resource to provide an additional course section for resident students and for every dollar spent on the college campuses by international students, \$4 are spent in the local community. Given this, it is estimated that international students contribute \$40 million to the local economy annually.

¹² <https://www.iie.org/Research-and-Insights/Open-Doors/Data/Community-College-Data-Resource/Community-College---International-Students/Top-Host-Institutions>

International students achieve academic success. In 2018, Skyline College was ranked #1 in international student transfer admission rates to UC Berkeley while 82% of international students who graduated from CSM in 2019 did so with honors. In fall 2018, 152 international students transferred to a UC while 72 transferred to a CSU.

Aside from the financial benefits to the District, international students contribute richness to campus life and classroom dialogue, and also reflect the cultural diversity of the Silicon Valley. Having international students in the classroom brings “study abroad” to the campuses which adds diversity and enhances the learning experience while preparing students for multicultural and multinational experiences; thereby creating an atmosphere of global learning and intercultural understanding.

Equity Institute

This budget includes \$800,000 in start-up funding for the Equity Institute to expand its operations. Started as a pilot program in 2018-19 at Skyline College, the Institute develops transformative experiences for organizations committed to becoming more culturally literate and equity advancing. The Institute facilitates professional development opportunities focused on strategic institutional responses to issues around race, gender, and equity. The Institute hosts fee-based equity academies quarterly, summits biennially, and cabinet roundtables for colleges throughout the state. The Institute is poised to evolve into a self-supporting, revenue-generating program.

Food Insecurity Initiative

This budget also includes up to \$1 million in one-time funding for food stipends for students in need of those resources. Working with Pacific Dining, the District’s food provider, the District is creating meal options at a price point that is either free or affordable for low-income students in need. The District is piloting this program in fall 2019 and expects to scale the program to as many as 1,000 students in the proceeding semesters.

With a voucher, students will be able to purchase nutritious, hot meals from a select menu of options while on campus. If a student is on campus three days per week for classes, he or she would receive vouchers for each of those days. Staff is exploring the ability to administer this program through a card rather than a paper voucher for increased efficiencies while reducing the stigma of food insecurity and limited financial resources for those students participating in the program.

2019-20 SMCCCD BUDGET

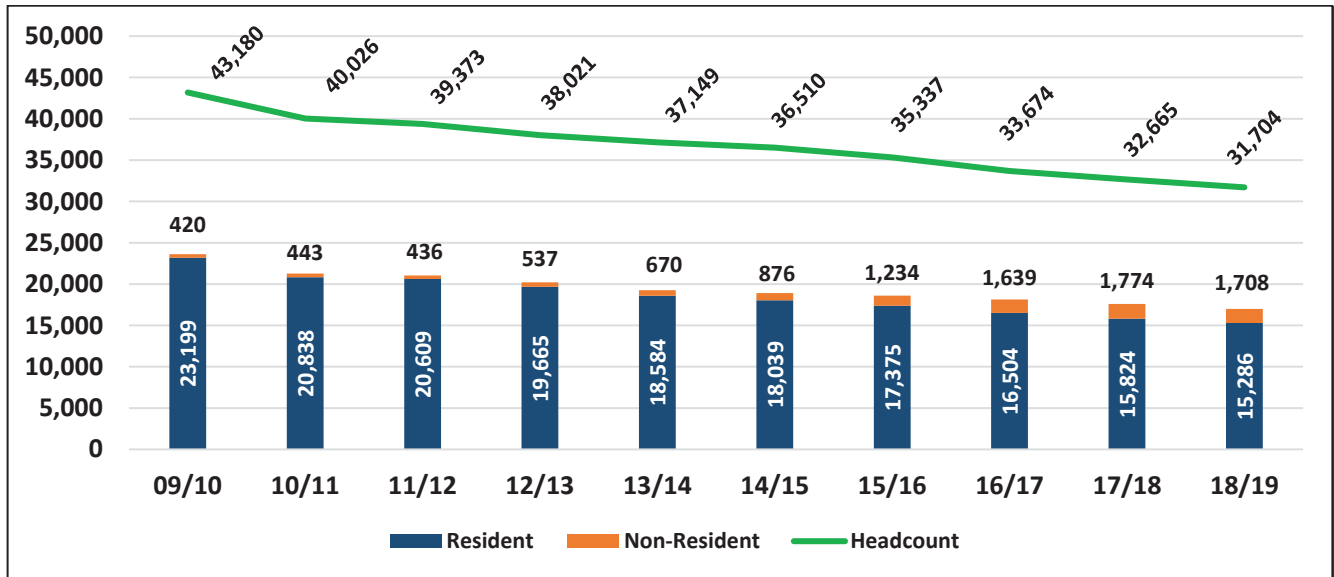
The District’s 2019-20 Tentative Budget was based on the most current revenue assumptions available in early May 2019. The Final Budget assumptions have been adjusted to reflect the State budget and the District’s community-supported status. Changes have occurred since May 2019 that form the basis for revised revenue and expenditure budgets as follows:

2019-20 Tentative Budget Assumptions	2019-20 Final Budget Assumptions																				
1. No resident tuition fee increases	1. No resident tuition fee increases																				
2. 2018-19 FTES based on the District’s P-2 (Second Principal Apportionment) report to the State as of April 15, 2019:	2. 2018-19 FTES based on the District’s P-A (Annual Principal Apportionment) report as of July 15, 2019:																				
<table border="0"> <thead> <tr> <th style="text-align: left;"><u>Campus</u></th> <th style="text-align: right;"><u>FTES</u></th> </tr> </thead> <tbody> <tr> <td>Cañada College</td> <td style="text-align: right;">3,580</td> </tr> <tr> <td>College of San Mateo</td> <td style="text-align: right;">6,597</td> </tr> <tr> <td>Skyline College</td> <td style="text-align: right;"><u>6,882</u></td> </tr> <tr> <td>Total</td> <td style="text-align: right;">17,059</td> </tr> </tbody> </table>	<u>Campus</u>	<u>FTES</u>	Cañada College	3,580	College of San Mateo	6,597	Skyline College	<u>6,882</u>	Total	17,059	<table border="0"> <thead> <tr> <th style="text-align: left;"><u>Campus</u></th> <th style="text-align: right;"><u>FTES</u></th> </tr> </thead> <tbody> <tr> <td>Cañada College</td> <td style="text-align: right;">3,564</td> </tr> <tr> <td>College of San Mateo</td> <td style="text-align: right;">6,551</td> </tr> <tr> <td>Skyline College</td> <td style="text-align: right;"><u>6,881</u></td> </tr> <tr> <td>Total</td> <td style="text-align: right;">16,996</td> </tr> </tbody> </table>	<u>Campus</u>	<u>FTES</u>	Cañada College	3,564	College of San Mateo	6,551	Skyline College	<u>6,881</u>	Total	16,996
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Skyline College	<u>6,654</u>																				
Total	16,321																				
4. On-going property tax growth of 7% - State revenue COLA does not apply	4. On-going property tax growth of 7.12% - State revenue COLA does not apply																				
5. CPI of 3.18%	5. CPI of 3.33%																				
Summary	6. Compensation adjustments based upon AFT, CSEA, and ASFCME negotiated agreements are pending allocation																				
Total Projected Revenue	\$202,032,069																				
Total Projected Expenses	<u>\$202,032,069</u>																				
Estimated Surplus	\$(-0-)																				
<i>NOTE: Beginning with the 2015-16 fiscal year, SMCCCD implemented the use of a new resource allocation model to reflect the District’s community-supported status that prioritizes programs and services according to the needs of the local community as defined in the District’s Strategic Plan.</i>	Summary																				
	Total Projected Revenue																				
	\$201,540,815																				
	Total Projected Expenses																				
	<u>\$201,540,815</u>																				
	Estimated Surplus																				
	\$(-0-)																				

Enrollment Trends

The chart below represents enrollment trends for the past ten years. The decline in enrollment is partially attributed to the dramatic improvement in the economy as more people find employment as shown in the County’s extremely low unemployment rate.

Enrollment Trends (2010 – 2019)



GENERAL FUND REVENUES

The General Fund consists of two segments: “Unrestricted” and “Restricted.” At SMCCCD, the Unrestricted General Fund is commonly referred to as “Fund 1” and the Restricted Fund is referred to as “Fund 3.” Approximately 82 percent of the General Fund consists of the unrestricted portion of the General Fund budget and supports most of the general programs of the District.

The restricted portion of the General Fund (approximately 18 percent) accounts for federal, state, and local monies that must be spent for specific purposes as defined by law, regulation, or delegation. Examples of restricted funds include state categorical programs such as Student Equity and Achievement (SEA), Extended Opportunity Programs and Services (EOPS), and Disabled Students Programs and Services (DSPS). Other restricted funds come from foundations; fundraising and partnerships with industry and the community; and grants from local, state, and federal governments.

The following information focuses primarily on the Unrestricted General Fund; however, the District’s other funds are also included.

2019-20 Unrestricted General Fund Revenue

Under state law, each district has a “revenue limit,” which is a maximum amount of the general purpose funding as determined by the State according to the SCFF. The revenue in the calculation is drawn from three primary sources: local property taxes, student enrollment fees, and state general apportionment. When property taxes and enrollment fees exceed the state revenue limit, the district is known as basic aid or “community-supported”.

Since becoming community-supported in 2011, SMCCCD does not receive state general apportionment. Rather, the District receives the bulk of its unrestricted revenue from local property taxes and student fees, including non-resident tuition. These two primary sources represent 93 percent of the unrestricted revenues.

District Cash Flow and Reserves

The District's financial standing continues to be strong and stable. With its current community-supported status, the District is no longer entirely dependent on state apportionment. This means that funding is generally more predictable and is predicated on the local economy as opposed to that of the State. The majority of revenues are received twice per year (December and April) when property tax revenues are distributed by the County.

Between the months of July and December, without significant cash receipts, cash management is vital. In order to simplify the process and obtain the best pricing for issuance costs, the District has participated in the California School Boards Association (CSBA) *California Reserve Program* for the issuance of tax-exempt, tax revenue anticipation notes (TRANS) to smooth its cash flow. In past years, it had been standard practice to issue a TRANS to provide the necessary cash flow to fund District operations to meet payroll and other District obligations during the months before property tax revenues are available. However, due to its favorable financial position, it was not necessary for the District to issue a TRANS in 2018-19 for cash flow purposes nor is this financing mechanism anticipated for 2019-20.

Various Measure H Bond construction projects are underway and the District issued the second and final tranche of the Measure H Bond Authorization in fall 2018 to fund these projects.

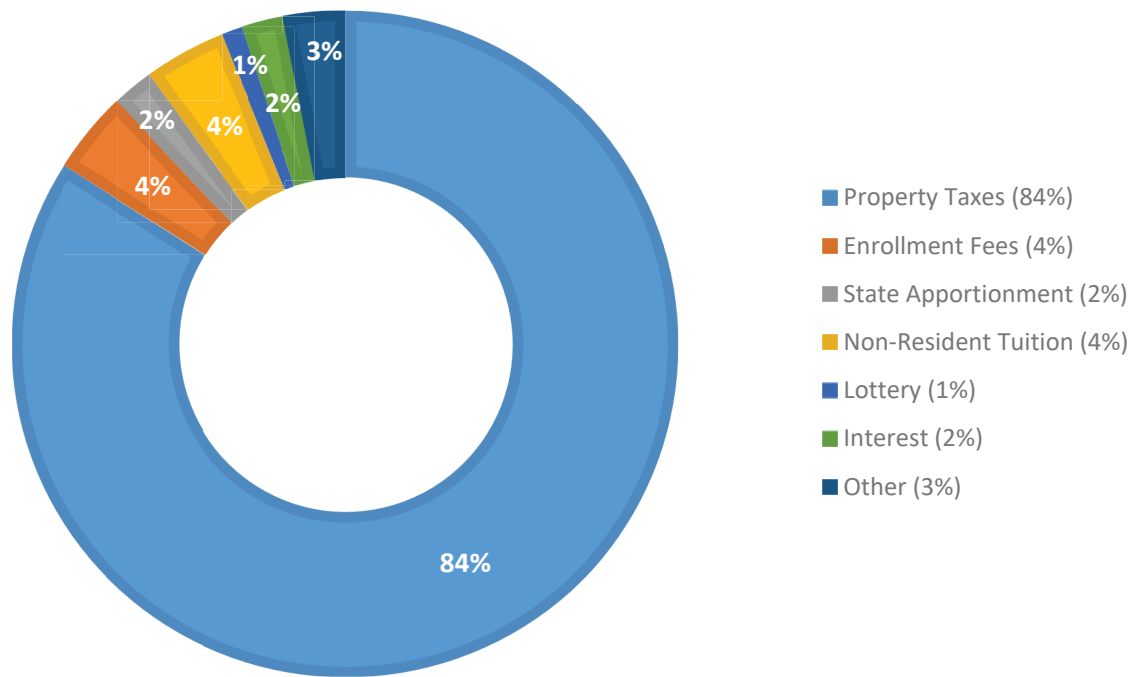
The 2019-20 Budget maintains the reserves at 15 percent of expenditures. For the current budget year, this equals approximately two months' payroll. The appropriate level of reserves (15%) will be maintained in the District's Unrestricted General Fund.

2019-20 Unrestricted General Fund Revenue Projections

2019-20 Final	REVENUE
\$177,931,774	Base Revenue: Includes property taxes, supplemental taxes, student enrollment fees, and no state general apportionment (as the District is community-supported). Property Taxes (secured, unsecured, supplemental, etc.): \$156,641,213 RDA Property Taxes (AB1290, Residual, etc.): \$12,823,584 Student Fees: \$8,466,977 (reduced due to Promise Scholars Fee Waiver)
1,462,741	Educational Protection Account (Prop 55): State allocation from personal income taxes calculated at \$100 per resident FTES.
2,481,417	Lottery: Projection is based on estimated receipts for 2019-20. Proposition 20 restricts a certain portion of lottery funding for the purchase of instructional materials which are included in the Restricted General Fund.
491,967	State allocations for Part-Time Faculty Parity, Office Hours and Medical reimbursements.
467,362	Apprenticeship: Programs at College of San Mateo and Skyline College.
477,997	Mandated Costs: The District is budgeting \$30.16 per FTES in 2019-20.
8,920,268	Non-Resident Tuition: The non-resident rate is \$265 per unit.
3,000,000	Interest: Estimated based on a combination of short-term interest rates and cash flow projections based on favorable economic climate.
6,307,289	Miscellaneous: Includes most current projections for the State's STRS On-Behalf payment (a pass-through), full-time faculty funding from the State, facility rental income, cosmetology sales, library fines, class audit fees, transcript fees, satellite dish income, and other miscellaneous student fees and income.
\$201,540,815	TOTAL PROJECTED REVENUE

The District Committee on Budget and Finance reviews and assists in formulating the District’s revenue assumptions. The chart below illustrates the various sources of revenue.

2019-20 Unrestricted Fund Revenue Sources



DISTRICT COMMITTEE ON BUDGET AND FINANCE

The District Committee on Budget and Finance is a subcommittee of the District Participatory Governance Council. Its main purpose is to focus on budget planning. The Committee reviews State budget proposals and assists in developing District income assumptions, budget goals, and budget allocations. The Committee meets monthly and members receive regular updates on State and District budget and finance issues. Each member actively contributes, participates, and is responsible for dissemination of information to their respective constituencies.

Members for 2019-20 include:

- | | |
|--|---|
| Eloisa Briones, <i>Vice President for Administration</i>
<i>Skyline College</i> | Vincent Li, <i>Academic Senate Representative</i>
<i>College of San Mateo</i> |
| Anthony Burrola, <i>AFSCME Representative</i> | Graciano Mendoza, <i>Vice President of Administration</i>
<i>Cañada College</i> |
| Mary Chries Concha Thia, <i>Budget Office</i>
<i>Cañada College</i> | Micaela Ochoa, <i>Vice President of Administration</i>
<i>College of San Mateo</i> |
| Sam Haun, <i>CSEA Representative</i> | Martin Partlan, <i>Academic Senate Representative</i>
<i>Cañada College</i> |
| Judy Hutchinson, <i>Budget Office</i>
<i>Skyline College</i> | Ludmila Prisecar, <i>Budget Office</i>
<i>College of San Mateo</i> |
| Nick Kapp, <i>Academic Senate Representative</i>
<i>Skyline College</i> | Bernata Slater, <i>Chief Financial Officer</i>
<i>District Office</i> |
| Steven Lehigh, <i>AFT Representative</i> | Student Representatives from each College |

2019-20 BEGINNING BALANCE

The 2019-20 General Fund beginning balance is \$43,159,488. The beginning balance includes reserves for specific projects and activities of the 2018-19 year that have been carried over into the new fiscal year and are committed to those purposes.

The beginning balance also includes the District’s contingency reserve of 15 percent and the 2018-19 site ending balances. The table below details the components of the District’s 2019-20 beginning balance.

Project / Activity	Balance
Miscellaneous Designated Funds:	
Apprenticeship	\$903,377
Elections Carryover	287,942
Emergency Preparedness	866,870
Indirect Cost Pool	695,429
IT Firewall & Security	1,490,623
Professional Development	224,622
Skyline International	309,583
Staff Development	420,783
Telecom Contracts	451,072
Various Projects:	
CAÑADA	537,788
CSM	2,716,304
SKYLINE	1,079,467
DISTRICT / FACILITIES	354,624
Encumbrances:	
CAÑADA	2,040
CSM	1,741
SKYLINE	3,605
DISTRICT / FACILITIES	607,904
CENTRAL SERVICES	119,810
Site Ending Balances:	
CAÑADA	679,000
CSM	133,325
SKYLINE	784,899
DISTRICT OFFICE	235,499
FACILITIES	22,058
Contingency Reserve (15%)	30,231,123
	\$43,159,488

RESERVES

The 2019-20 Budget includes a District reserve of \$30,231,123 in its fund balance which is equivalent to 15 percent. The State recommends a five percent minimum reserve. The District’s reserve includes amounts for budget contingency, emergency response, and cash flow. The contingency reserve is not budgeted as a line item as there is no intention to expend these funds except in an emergency.

2019-20 UNRESTRICTED GENERAL FUND EXPENDITURE PLAN

Expenditure projections are adjusted throughout the budget development process as new information becomes available.

The expenditure budget for the unrestricted portion of the general fund amounts to \$201,540,815, which represents a decrease of \$491,254 from the tentative budget estimate of \$202,032,069. Changes were due in large part to increased estimates to local revenue increases (e.g., property taxes and interest income) offset by reductions in state revenue estimates (e.g., part-time faculty parity). The District charges itself for future retiree medical benefits (five percent of payroll) and transfers that amount to the Reserve Fund for Post-Retirement Benefits (Fund 8) and ultimately to the OPEB trust fund. An actuarial study, prepared in October 2018, indicated the District’s liability is almost fully funded at 95 percent (liability of \$121 million with assets of \$115 million). In 2018-19 the District transferred \$2.6 million and this budget includes an additional \$3.6 million to transfer in an effort to achieve fully-funded status. Given this funding status, 2019-20 will be the second year in which the District anticipates disbursing \$3.3 million to fund its “pay as you go” retiree benefit costs from the Reserve Fund for Post-Retirement Benefits, providing relief to the Unrestricted General Fund.

2019-20 cost-of-living adjustments for non-represented employees and AFSCME were provided for in July 2019 and August 2019, respectively, with approval from the Board of Trustees. Site allocations have been adjusted for non-represented employees and will be adjusted for AFSCME in the second quarter of 2019-20. Negotiations for compensation for AFT and CSEA, are on-going and once settled will be allocated to the sites via the resource allocation model.

2019-20 Unrestricted General Fund Expenditure Plan

2019-20 Final	EXPENDITURES
\$165,867,546	Site Allocations – Includes allocations for salaries and benefits adjusted for growth per the allocation model, and for step and column changes and longevity known-to-date. Also includes EPA (Educational Protection Account) allocation. Benefits – Includes benefit increases known-to-date. This also includes the internal charge (5 percent of payroll) for the future cost for District-paid retiree medical benefits.
4,362,483	Retiree Benefits – Includes benefit costs for approximately 983 retirees and their spouses' health premiums. An additional \$3.3 million of these benefit costs will be charged to the Reserve Fund for Post-Retirement Benefits (Fund 8).
7,398,994	Other benefit costs for the adjunct faculty medical reimbursement program, faculty office hours, and STRS on-behalf payments.
3,236,840	Transfer to the Parking fund for Facilities and Public Safety staff.
561,600	Formula Adjustments/Contracts – Cosmetology sales, facility use rental fees, telecommunications satellite contract allocations, and 8% of non-resident out-of-state student tuition.
467,362	Apprenticeship – Expenditure budget corresponds with revenue assumptions. Programs include automotive technology at Skyline College and electrical at CSM.
1,705,825	Miscellaneous – Includes audit fees, banking and credit card fees, bad debt, IRS fees to process 1098 and 1099 forms, AFT and Academic Senate release time, special events fund, CalPERS/STRS administrative fee, vehicle leases, opening day and end of year expenses, and other miscellaneous expenses.
5,036,234	Utilities – Includes gas, electricity, water/irrigation, garbage, and other charges. The Facilities Department analyzes projected costs for new campus buildings as well as rate increases and offsets from the cogeneration plants and solar farm.
5,700,740	Salary commitments – Includes anticipated AFT, CSEA and AFSCME COLA for 2019-20.
200,000	Managed Hiring – Includes resources necessary for the placement of staff into unfunded classified positions, thereby avoiding layoffs.
1,817,706	Insurance – Includes transfers to the Self-Insurance fund (Fund 2) for property and liability insurance premiums and workers' compensation insurance premiums.
585,000	Consultant/Legal fees.
755,385	Staff Development – Includes annual allocation for faculty, management, and classified professional development.
3,765,100	Software/Hardware/Telephone – Includes maintenance and operating costs for ITS software and hardware, as well as telephone charges. This line item covers Districtwide existing software and new contracts.
80,000	Museum of Tolerance – Training scheduled for Fall 2019 and Spring 2020.
\$201,540,815	TOTAL PROJECTED EXPENDITURES

2019-20 BUDGETED EXPENDITURES

The total Unrestricted General Fund budget includes site allocations and the beginning balance as indicated in the following major areas:

Salaries **\$115,647,606**

The expenditure budget for salaries includes increases for step placement and longevity known-to-date and 2019-20 compensation increases. Salaries and benefits combined account for approximately 76.5 percent of the total budget.

Benefits **\$48,401,785**

Updates to benefit rates for 2019-20 are included. The budget includes the January 1, 2020, increases in non-capped premium rates for employees and retirees and increases in employee health premium caps when part of the negotiated collective bargaining settlements. This amount also includes a benefit for the future cost for District-paid retiree medical benefits.

Supplies **\$4,922,726**

Projected expenditures in this category include all types of operating supplies, including miscellaneous office supplies, subscriptions, printing, fuel, etc.

Other Expenses and Services **\$35,342,066**

The expenditure budget includes operating expenses such as utilities, conference and travel, maintenance costs, contracted services, election costs, leases, telephone service, and computer hardware and software contracts. This also includes much of the carryovers for the sites.

Equipment **\$2,260,916**

Expenditures in this category include instructional equipment, library books, furniture, and site and building improvements. A large majority of the District’s capital expenses are included in the Capital Projects Fund.

Transfers/Other **\$7,894,085**

The Unrestricted General Fund includes transfers to other District funds. The projected transfers include transfers to the Self-Insurance Fund for insurance premiums, the Restricted General Fund to support the Promise Scholars program and other programs including the Parking Fund, and to the Child Development Fund.

Total Expenditure Budget **\$214,469,185***

**This total includes site allocations, EPA, Transfers, Central Services expenses as well as committed or carryover funds from 2018-19.*

SITE ALLOCATIONS

Cañada College

Site Allocation	\$30,085,382
EPA (Prop 55)	269,531
18-19 Ending Balance	<u>679,000</u>
Total	\$31,033,913

College of San Mateo

Site Allocation	\$48,592,472
EPA (Prop 55)	435,614
18-19 Ending Balance	<u>133,325</u>
Total	\$49,161,411

Skyline College

Site Allocation	\$48,708,562
EPA (Prop 55)	436,340
18-19 Ending Balance	<u>784,899</u>
Total	\$49,929,801

District Office

Site Allocation	\$20,767,048
EPA (Prop 55)	184,115
18-19 Ending Balance	<u>235,499</u>
Total	\$21,186,662

Facilities

Site Allocation	\$16,251,340
EPA (Prop 55)	137,143
18-19 Ending Balance	<u>22,058</u>
Total	\$16,410,541

Total

Site Allocations	\$164,404,804
EPA (Prop 55)	1,462,743
18-19 Ending Balance	<u>1,854,781</u>
Total	\$167,722,328

The 2018-19 site ending balances will be used by the sites to cover both unanticipated and planned items.

BUDGET SUMMARY

Revenue

Beginning Balance	\$ 43,159,488
2019-20 Revenue	<u>201,540,815</u>
Total	\$244,700,303

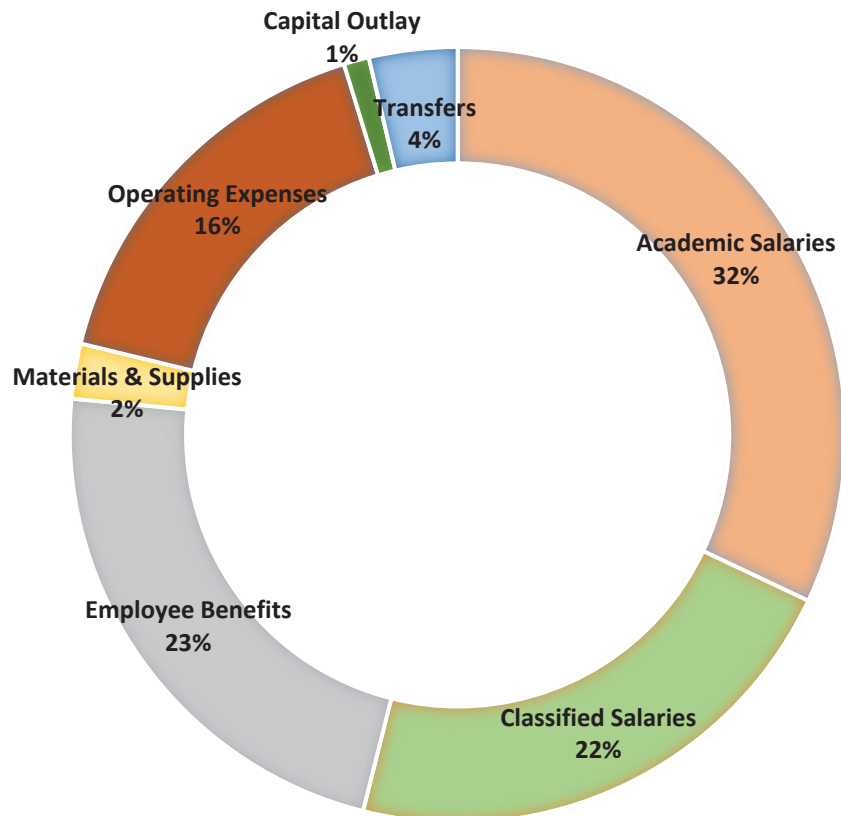
Expense

Site Allocations	\$165,867,547
Central Services	35,673,272
2019-20 Committed	<u>12,928,361</u>
Subtotal	\$214,469,180

Reserves	30,231,123
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Balanced Budget	\$ (0)
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2019-20 Budgeted Expenditures by Account Type



SELF-INSURANCE FUND (FUND 2)

The District is entering into its thirteenth year of a more independent risk management program since withdrawing from the Bay Area Community College Joint Powers Agency (JPA) in 2005-06. The risk management program uses a combination of self-insured retention (SIR) amounts and insured limits. The current program permits the District to manage risk with greater flexibility to meet its needs associated with its size and complexity. After withdrawing from the JPA, the District contracted for independent coverage and administration of claims from insurance underwriters and third party claims administrators. The largest risk programs are those for property, liability, and workers' compensation risk coverage. The District maintains a self-insured retention to cover expected losses, and a combination of primary insurance and re-insurance levels to cover unexpected losses. The Self-Insurance fund is used to fund and manage the expenses associated with this risk management program.

Due to current insurance market conditions, newly constructed building resulting in higher valuation, and insured loss experience, the District expects an over-all 25% increase to insurance rates for 2019-20. Staff is actively engaged in evaluating options to mitigate potential future cost increases.

Workers' compensation costs have remained relatively low, allowing the District to maintain its internal charge percentage at less than one percent (0.71 percent) of salaries. This is due in large part to the emphasis that the Facilities Department has placed on safety, resulting in extraordinarily low number of accidents and claims. The District uses an actuarially-based program to determine its internal charge for worker's compensation.

The District maintains a variety of insurance policies, levels of self-insured retention, and self-insurance. The chart below illustrates the District's primary policies, as well as the claims management contracts. In addition, the District has several smaller policies that cover business travel, crime, terrorism, cyber liability, student accidents, student athletes, international student health insurance, student malpractice, and Health Center malpractice.

Policy	CARRIER	A.M.BEST'S RATING	Type of Coverage
Excess Workers' Compensation Program	Safety National Casualty Corporation	A+ XV	Statutory Workers' Compensation and Employers' Liability Excess Workers' Compensation Program SIR: \$350,000 To STAT PLUS \$1M Employers Liability
Property, Inland Marine and Boiler and Machinery Program	Travelers Property Casualty Company of America	A++ XV	Deductible: \$150,000
Excess Liability Program Including GL, AL, EBL, School Board Legal, EPL, Law Enforcement Liability, Sexual Harassment and Sexual Abuse (Sexual Abuse is per occurrence trigger).	Princeton Excess & Surplus Lines Insurance Company, owned and operated by Munich RE Insurance	A+ XV	SIR: \$150,000, \$4,850,000 per occurrence, and \$5,000,000 aggregate \$2,500 Loss Control Fund
SELF (School Excess Liability Fund)	Joint Powers Authority for Schools in the State of California	Not Applicable	\$55,000,000 in excess of \$5M
Third Party Administrator (Liability)	Neil Butterbaugh Claims Retention Services (CRS)		
Third Party Administrator (Excess Workers' Compensation)	SEDGWICK Claims Management Services (CMS)		

The 2019-20 Self-Insurance budget, detailed on page 55, totals \$2,138,378. Estimated income is \$2,944,404, which consists of a transfer from Fund 1 to fund insurance premiums and internal benefit charges to offset Workers' Compensation costs. The net beginning balance of the Self-Insurance Fund is \$7,890,169. This balance will cover incurred – but not yet reported – losses.

DEBT SERVICE FUND (FUND 25)

The purpose of the Debt Service Fund is to account for the accumulation of resources for, and the payment of, general long-term debt. Revenue to this fund comes from the assessed property taxes to pay off the General Obligation Bonds.

The Debt Service Fund budget for 2019-20, shown on page 59 totals \$65,549,956, which includes debt reduction principal and interest payments, which is offset by an estimated income of the same amount. The net beginning balance is \$60,056,878. The schedule for long-term debt can be found in the Supplemental Information section.

RESTRICTED GENERAL FUND (FUND 3)

The Restricted General Fund accounts for specially-funded federal, state or local grants or agreements which have specific purposes and must be spent accordingly. The 2019-20 Final Budget includes the most current data available. A list of the specific programs and grants can be found on pages 64-65.

Included in the Restricted General Fund are the Health Services and Parking Programs. Health fee income is estimated at \$882,043. Parking fee income and fines are estimated at \$1,750,000. Additionally a portion of the local resources supporting the Promise Scholars Program as well as state resources (e.g., AB19 and the Innovation in Higher Education Grant) are included in the Restricted General Fund.

The Restricted General Fund budget for 2019-20, as shown on page 62 is \$46,253,978. This total reflects the 2019-20 budget for new grants and categorical program allocations as well as funds carried over from 2018-19. The net beginning balance in the Restricted General Fund is \$28,586,873.

CAPITAL PROJECTS FUND (FUND 4)

The Capital Projects Fund is a restricted fund and reflects estimated year-end data and funding carryover for projects approved – but not completed – in prior years. A project list can be found on pages 71-72. Project expenditures as of June 30 were \$115,549,902.

The General Obligation Bond Construction Fund, a sub-account of the Capital Projects Fund, was established for the deposit of proceeds from the sale of bonds. Deposits are used to meet the costs of property acquisition, facilities planning, inspections, surveys, new construction, modernization, and new equipment.

Capital Improvement Program

In November 2014, voters in San Mateo County voted (66.4 percent favorable) to approve Measure H, a \$388 million bond measure that will allow the District to complete the modernization/construction/reconstruction projects as envisioned in the 2015 Facilities Master Plan Amendment that was approved by the Board of Trustees in January 2015. The District received its first Measure H bond issuance of \$127 million in June 2015 and the second and final issuance of \$261 million in November 2018. To date, the funds have generated interest of \$7.17 million, which increased the Measure H budget from \$388 million to \$395.17 million. As of June 30, 2019, the District has expended \$171,078,251 and committed \$44,084,653 of Measure H funds – 55 percent of the total authorization.

The following is a list of site-specific activities that have been recently completed or are currently in design, pre-construction, or construction phase. Construction dates listed reflect currently planned schedules as of August 2019, but are subject to change.



Active Construction Projects – The following projects are under construction:

- Building 1N Kinesiology and Wellness Center (anticipated completion – Winter 2021)
- Building 3 Central Utility Plant Upgrades (anticipated completion – Fall 2019)
- Building 9 Envelope Repairs (anticipated completion – Spring 2020)
- Building 13 HVAC Upgrades (anticipated completion – Fall 2019)
- Building 23N Math/Science/Technology (completion – Fall 2019)
- Parking Lot 6 Expansion (anticipated completion – Winter 2021)



Building 1 Progress



Building 23

State Capital Outlay Funded Projects – The following projects have been submitted for State Capital Outlay funding:

- Building 13 Multiple Program Instructional Center (Final Project Proposal - FPP) – Approved and Funded
- Building 3 Performing Arts Center Technology and Environmental Modernization (Initial Project Proposal - IPP) – Pending Approval for FPP

College of San Mateo

Completed Projects – The following projects were completed during the fiscal year 2018-19:

- Buildings 2, 3 and 4 Roofing Repairs
- Building 3 Humanities and Arts Seating Replacement
- Interior LED Lighting Upgrade
- Campus-wide Irrigation Upgrade

Active Construction Projects – The following project is under construction:

- Building 17 Student Life and Learning Communities Renovation (anticipated completion - Winter 2019)

*Building 3**Building 17 Progress*

Projects In Planning – The following projects are in the planning and design stage:

- Building 3 Humanities and Arts AV Replacement
- Building 20 Edison Lot Expansion

State Capital Outlay Funded Projects – The following projects have been submitted for State Capital Outlay funding:

- Campus Water Tank Replacement (FPP) – Approved and Funded
- Building 9 Library Modernization (IPP) – Pending Approval for FPP



Completed Projects – The following projects were completed during the fiscal year 2018-19:

- Building 5 Center of Transformative Teaching and Learning (CTTL)
- Building 14 Loma Chica Child Development Center
- Building 19 Pacific Heights Renovation

Active Construction Projects – The following projects are under construction:

- Building 7 STEM Center (completion – Summer 2019)
- Building 12N Environmental Science (completion – Fall 2019)

*Building 12 Progress**Building 14*

Projects In Planning – The following projects are in the planning and design stage:

- College Ridge Employee Housing Vertical Project

State Capital Outlay Funded Projects – The following projects have been submitted for State Capital Outlay funding:

- Building 2 Workforce and Economic Development Prosperity Center (FPP) – Approved and Funded
- Building 5 Learning Resource Center Technology and Environmental Modernization (IPP) - Pending approval for FPP



**SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT**

Active Districtwide Projects – The following projects are underway:

- Districtwide Classroom Security Hardware Upgrade, Phase 4 (anticipated completion – Fall 2019)
- Districtwide Fire Alarm Panel Replacement (completion – Summer 2019)
- Districtwide Telephone System Replacement (anticipated completion – Spring 2020)
- Districtwide UPS Device (MDF/IDF) Replacement (anticipated completion – Summer 2020)
- Districtwide Symetra UPS Device (MPOE) Replacement (anticipated completion – Summer 2020)
- Districtwide Network Switch Upgrade (anticipated completion – Spring 2021)
- Districtwide Firewall Network Switch Replacement (anticipated completion – Spring 2021)
- Districtwide Wireless Access Point Replacement (anticipated completion – Fall 2020)
- Districtwide Server Replacement (anticipated completion – Spring 2021)
- Districtwide Emergency Alert System Speaker Replacement (completion – Summer 2019)
- Districtwide Video Server Upgrade (anticipated completion – Spring 2020)
- Districtwide Video Camera Replacement (anticipated completion – Spring 2022)
- Cañada Vista Envelope Repairs (anticipated completion – Spring 2020)
- Fitness Parkland and Accessible Route to College Ridge Project (anticipated completion – Fall 2019)
- College Ridge Employee Housing Horizontal Project (anticipated completion – Winter 2019)

Projects in Planning – The following projects are in the planning and design stage:

- Districtwide ADA Transition Plan Upgrade

AUXILIARY and ENTERPRISE FUNDS (FUND 5)

ASSOCIATED STUDENTS



The Associated Student Bodies (ASB) represent student interests at each of the District’s Colleges.

Net income comparing fiscal years 2018-19 and 2017-18 are listed below:

Associated Students - Cañada	2018-19	2017-18	\$ Change	%Change
Net Income for the year	\$14,615	\$9,788	\$4,827	49.31%
Beginning Fund Balance, July 1	\$283,359	\$273,571	\$9,788	3.58%
Ending Fund Balance, June 30	\$297,974	\$283,359	\$14,615	5.16%

Associated Students - CSM	2018-19	2017-18	\$ Change	%Change
Net Income for the year	\$5,936	\$(22,455)	\$28,391	-126.44%
Beginning Fund Balance, July 1	\$284,697	\$307,151	\$(22,455)	-7.31%
Ending Fund Balance, June 30	\$290,633	\$284,697	\$5,936	2.09%

Associated Students - Skyline	2018-19	2017-18	\$ Change	%Change
Net Income for the year	\$(52,824)	\$39,524	\$(92,348)	-233.65%
Beginning Fund Balance, July 1	\$575,549	\$536,025	\$39,524	7.37%
Ending Fund Balance, June 30	\$522,725	\$575,549	\$(52,824)	-9.18%

ASB Revenue

Activity card sales are the major source of income for the Associated Students. Payment of the Student Body Fee supports many student-sponsored activities and programs and entitles students to a photo-ID student body card.

Cash Basis Accounting policy – effective FY 2016-17

For the accounting of student fees revenues, “Accrual Basis of Accounting” was replaced by “Cash Basis” starting April 1, 2017. Under “Cash Basis” accounting, revenues recognized represent fees received from students in the current fiscal year regardless of the year in which they were billed.

ASB Expenditures

The ASBs regularly report their events and activities to the Board of Trustees. The expenditures supporting those activities include normal operating expenses (office supplies, activity cards, student assistant salaries and other miscellaneous expenses) as well as student programs, scholarships, and club assistance supporting campus life. The number and type of events that the ASBs hold may fluctuate from year to year based on the priorities of the student government.

The following table summarizes the number of events organized by the ASB at each college and also a comparison of total expenditures.

Associated Students	2018-19		2017-18			
Activities Vs Expenditure Analysis	# of Events	Expenditure	# of Events	Expenditure	\$ Change	% Change
Cañada College ASB	85	\$132,596	90	\$132,460	\$136	0.10%
College of San Mateo ASB	76	\$242,762	90	\$265,844	\$(23,082)	-8.68%
Skyline College ASB	47	\$307,889	43	\$197,843	\$110,046	55.62%

AUXILIARY OPERATIONS

San Mateo County Community College District Auxiliary Services and Enterprise Operations provide services at all three Colleges including the operations of the bookstores, dining services, vending services, Community Continuing and Corporate Education, and the San Mateo Athletic Club and Aquatic Center (at the College of San Mateo).

Each of the operations is unique in the services provided. The financial presentation for each of the enterprise operations is highlighted below with a brief narrative of each service.

Bookstores

The landscape of collegiate retailing continues to change at a rapid and dramatic pace. At one time, the College Bookstore was the one place students could go to purchase all of the required academic materials to achieve success. Today, nothing could be further from the truth. The reality is that the College Bookstores of today have had to change their way of thinking and operating to compete in this electronic content-driven environment. This paradigm, while not new, is still in its infancy but is growing at an incredible pace. Some colleges and universities are adopting a total electronic platform and have done away with textbooks altogether. Others have taken the more common hybrid approach and, while they still have textbooks for some classes, encourage faculty to seek less expensive electronic



media for their classes including open source materials and zero textbook cost materials. This is the case with the SMCCCD as a growing number of faculty are choosing to put the textbook aside and are using alternative materials exclusively.

Although the District has faced declining enrollment for the last several years, the Bookstore maintained a profit each year of operation since 2006 until the last two years when the effects of alternative materials were most significant.

Since the enrollment peak in 2009-10, the District has lost over 25 percent of its enrollment as measured in FTES. Despite these years of declining enrollment and along with the switch to alternative content delivery methods, the College Bookstores have continued to identify new products and services to attract both student and employee customers

including, but not limited to, the establishment of the textbook rental program, the opening of coffee and convenience stores at each location, and the provision of specialty services at each college.

The Bookstore team continues to focus on providing “Inclusive Access” (IA) materials despite the financial impact to the bottom line. The IA program has experienced explosive growth since its inception like no other program before it. The Bookstores have been directed by the Board of Trustees as well as all constituent groups at each the colleges to

reduce the cost of academic materials and help to increase access for all students. As IA continues on its growth trajectory in concert with all of the other textbook cost-cutting measures including the Zero Textbook Costs initiative, which provides academic materials at little or no cost, the Bookstores will face continued, serious financial pressure as illustrated in the financial statements over the prior two years. Particularly noteworthy is the fact that despite declining enrollment and sales decreases in almost every category including new and used textbook sales and textbook rentals, sales of digital and inclusive access materials skyrocketed from \$1,002,995 in 2017-18 to \$1,410,452 in 2018-19. The sales increase of \$407,457 on materials sold at a significantly reduced cost than an average textbook with a margin on average of just 15 percent, while a benefit to students on a number of fronts is detrimental to the financial health of this auxiliary operation.

Financial Information

The following data reflect Bookstore operations for the fiscal year beginning July 1, 2018 through June 30, 2019. It includes Fall 2018, Spring 2019 and a portion of the Summer 2019 semesters.

Bookstore Sales	2018-19	2017-18	\$ Change	% Change
Regular Merchandise Sales	\$5,453,125	\$5,551,332	\$(98,207)	-1.77%
Computer Products Sales	181,196	193,020	(11,824)	-6.13%
Total Merchandise Sales	5,634,321	5,744,352	(110,031)	-1.92%
Textbook Rental Income	314,383	408,633	(94,250)	-23.06%
Production Service Income	336,983	384,015	(47,032)	-12.25%
Total Sales	\$6,285,687	\$6,537,000	\$(251,313)	-3.84%

The Bookstore Fund budget for 2019-20 totals \$7,331,681 as indicated on page 76. The net beginning balance for the Bookstore Fund is \$6,760,768. The budget includes provisions for increased annual cash flow requirements, inventory, and full maintenance needs of the store facilities.

Total sales decreased slightly by 3.84 percent in 2018-19 compared to 2017-18 due to the decrease in sales across every category as a direct result in the decline in enrollment with the exception of digital and inclusive access materials which continues to grow.

Cost of sales decreased slightly by just over one percent in 2018-19. Overall inventory shrinkage was less than one percent of sales again this year due to loss prevention efforts and improvements with invoice processing. (The industry standard is two percent.) Total Operating Expenses decreased by less than two percent which is noteworthy given the increases in salary and benefit costs. Staff have made reductions in available areas without jeopardizing service.

Exacerbated by the year-over-year reductions in sales, along with increasing personnel and other costs, the Bookstores had an operational loss of \$389,320 in 2018-19 and an overall loss of \$565,306 which includes the assessment of non-operational income and expenses including a significant loss booked on the Bookstores investments of \$108,888 in 2018-19.

The following table provides a summary of comparative figures.

Bookstore Recap	2018-19	2017-18	\$ Change	%Change
Operations				
Sales				
Merchandise Sales	\$5,634,321	\$5,744,352	\$(110,031)	-1.92%
Textbook Rental Income	314,383	408,633	(94,250)	-23.06%
Production Service Income	336,983	384,015	(47,032)	-12.25%
Total Sales	6,285,687	6,537,000	(251,313)	-3.84%
Less: Cost of Sales	3,731,887	3,771,642	(39,755)	-1.05%
Gross Profit from Operations	\$2,553,800	\$2,765,358	\$(211,558)	-7.65%
Total Operating Expenses	2,993,433	3,050,424	(56,991)	-1.87%
Net Income/(Loss) from Operations	\$(439,633)	\$(285,066)	\$(154,567)	54.22%
Other Income	50,312	83,795	\$(33,482)	-39.96%
Net Operation Profit/(Loss)	\$(389,321)	\$(201,271)	\$(188,049)	93.4%
Non Operational Income/(Expenses)				
Non Operational Income	\$286,192	\$268,429	\$17,763	6.62%
Investments - Adjust to Market	(108,888)	(296,208)	187,320	63.24%
Non Operational Expenses				
Admin Salary & Benefits	155,885	157,841	(1,956)	-1.24%
Other Expenses	92,038	174,347	(82,309)	-47.21%
College Support	105,367	137,316	(31,949)	-23.27%
Total Non-Operational Income/(Expenses)	(175,986)	(497,283)	321,297	64.61%
Net Change in Fund Balance	\$(565,306)	\$(698,553)	\$133,248	19.07%

Staff anticipates that there will continue to be challenging times ahead for college bookstores in California as enrollments are trending lower and competition in course materials delivery is prevalent from online operators to alternative delivery methods. These challenges will continue to apply pressure on the Bookstores' overall financial performance despite the innovations that staff have instituted over the years. It is critically important to note the impact that the decline in enrollment at the three colleges since 2009-10 coupled with initiatives to reduce the cost of textbooks (e.g. inclusive excess, zero textbook cost, textbook rental program) has had a serious impact on the bookstores' ability to maintain profitability. With each student conservatively estimated spending just over \$200 each in the Bookstore every year, this decline in headcount has had an impact on sales exceeding \$1,000,000. Each year as enrollment declines, the sale of inclusive access and digital materials increase, and salary and benefit costs increase, the Bookstores will continue to suffer financial losses. This trajectory is unsustainable. The District will need to make decisions about how to move forward in the years to come. At the direction of the Board of Trustees in summer 2019, the Bookstore will undergo an independent financial and operational review with recommendations to the Board of Trustees this year.

Cafeterias

The Cafeteria Fund budget for 2018-19 totals \$245,488 as indicated on page 77. The net beginning balance in the Cafeteria Fund is \$775,929.

Beverage, Snack and Food Service Vendors:

- The District's beverage vending service partner is Pepsi Bottling Group. The contract was awarded July 1, 2017, ending on June 30, 2024 with the option of renewing for three one-year terms at the discretion of the District.
- The District's snack vending partner is Compass Group USA through its Canteen Vending Services Division. The contract was effective July 1, 2017, ending on June 30, 2022.

- The District's food service partner is Pacific Dining Services. The contract was awarded on July 1, 2017 through June 30, 2022 with an option for one five-year renewal at the discretion of the District.

Year-over-year comparisons are noted below:

Cafeteria Recap	2018-19	2017-18	\$ Change	%Change
Operations				
Revenues				
Food Service Income	\$208,699	\$219,208	\$(10,509)	-4.79%
Interest Income	16,370	9,373	6,997	74.65%
Event Rental	108,296	86,950	21,346	24.55%
Total Revenues	\$333,366	\$315,531	\$17,835	5.65%
Expenditures	\$254,542	\$260,898	\$(6,356)	-2.44%
Net Change in Fund Balance	\$78,824	\$54,633	\$24,191	44.28%

FOOD SERVICE INCOME	2018-19	2017-18	\$ Change	% Change
PACIFIC DINING				
Skyline	61,539	73,109	-11,569	-15.82%
Cañada	34,377	30,588	3,788	12.38%
CSM	86,344	89,771	-3,427	-3.82%
Le Bulldog	26,439	25,740	699	2.72%
Total Food Service Income	\$208,699	\$219,208	-10,509	-4.79%

Food service income has decreased by just under five percent or \$10,509 over 2017-18. The decrease is due to the decline in enrollment at the three colleges, particularly in the decreasing headcount. This decline also affected the sales of coffee and other convenience items sold at the three college bookstores in addition to all other discretionary categories.

Although the total expenses decreased by under three percent this year, expenses related to the repair and maintenance of equipment at the three College dining locations have increased as equipment ages. Additionally, the kitchen at Cañada College will require replacement of aging equipment in the coming two years.

Event rental income has increased this year by almost twenty five percent. This is notable since the District continues to host numerous outside events including community, corporate, and county sponsored events. However, only one third of events held in the Bayview Dining Room paid full price for facilities rental fees. The majority of the remaining events fell into one of the following categories: internal events (no rental fees), non-profit organizations with a 50 percent discounted rate (two of these events had fees entirely waived), or an employee rented the space with a reduced rental fee. The events hosted in the Bayview Dining Room is in keeping with the District's mission as an organization that encourages community use of District facilities. The Bayview Dining Room was rented almost every weekend in 2018-19 for at least one event. The opening of the Environmental Studies Building at Skyline College this fall will also mark the opening of the Farallon Room which is housed in the new building dedicated to teaching and learning. Making these spaces available to the public engages the community in a very special way and introduces tens of thousands of people each year to the colleges. Event rental fees are directed back into the facility for continued upgrade, upkeep, and enhanced maintenance allowing for the District to maintain the facility.

Income from food service and vending contracts enables the District to provide food and beverage services to students. These combined resources, along with interest income, also provide a stable Cafeteria Fund not requiring support from the Unrestricted General Fund.

As part of the Enterprise Fund, the cafeteria and vending operations and are fully self-supporting. No General Fund dollars go towards the support of any Enterprise operation. The fund is also responsible for the long-term maintenance

and upgrading of aging facilities and equipment, as well as all expenses relating to the on-going operational requirements under the food service and vending contracts.

San Mateo Athletic Club and San Mateo Aquatic Center (SMAC)

Operating as an enterprise through Auxiliary Services and Enterprise Operations, the San Mateo Athletic Club (SMAC) is a self-sustaining, community-centered, fee-based operation offering a variety of service options to the San Mateo campus community and the community at large. The concept of a multi-use space enables the District to maximize the use of facility resources and consequently create a revenue stream that will supplement the facility budgetary needs, including equipment maintenance and replacement.

The San Mateo Athletic Club budget for 2019-20 totals \$5,626,206 as indicated on page 78. The net beginning balance is \$3,887,611.

Year-over-year comparisons are shown below:

San Mateo Athletic Club and Aquatic Center	2018-19	2017-18	\$ Change	%Change
Operating Revenues				
Registration & Membership	\$3,616,609	\$3,506,080	\$110,529	3.15%
Personal Training	438,873	455,346	(16,473)	-3.62%
Aquatics	1,117,183	940,123	177,060	18.83%
Parking	67,955	72,895	(4,939)	-6.78%
Group Exercise	384,661	253,750	130,911	51.59%
Retail	28,516	26,819	1,697	6.33%
Other Income	10,369	14,353	(3,985)	-27.76%
Total Operating Revenue	\$5,664,166	\$5,269,367	\$394,800	7.49%
Operating Expenses *	\$4,283,543	\$3,960,550	\$322,993	8.16%
Net Operating Income/(Loss), prior to District and College Support	\$1,380,623	\$1,308,816	\$71,807	5.49%
District Support				
District Support Income				
Donations from BKST for CCCE	\$105,367	\$-	\$105,367	100.00%
Interest Income on Investments	113,307	103,573	9,734	9.40%
Unrealized Gain – Investment	24,926	-	24,926	100.00%
Operating Exp. chargeback to District	114,289	95,358	18,931	19.85%
Total District Support Income	\$357,889	\$198,931	\$158,958	79.91%
District Support Expense				
Admin Salaries & Benefits **	\$518,725	\$421,694	\$97,031	23.01%
Equipment Use Fee & Depreciation	58,074	56,361	1,714	3.04%
Miscellaneous Expenses	28,704	21,476	7,229	33.66%
Pool Maintenance	48,299	43,860	4,440	10.12%
Unrealized Loss - Investment	39,636	13,459	26,177	194.50%
Total District Support Expense	\$693,439	\$556,849	\$136,590	24.53%
Net Income/(Loss) after District Support, prior to College Support	\$1,045,073	\$950,899	\$94,175	9.90%

College Support Expense				
Operating Expense charge back waived	\$114,289	\$95,358	\$18,931	19.85%
Donation to Colleges	694,517	367,910	326,607	88.77%
Total College Support Expense	\$808,806	\$463,268	\$345,538	74.59%
Net Income/(Loss) after District & College Support	\$236,267	\$487,631	\$(251,363)	-51.55%

*Operating expenses consists of salaries and benefits paid by EXOS.

**District Support Expense consists of SMCCCD Administrative and Facilities salaries and benefits.

At the conclusion of a full nine years of service to the District and to the San Mateo community, the financial performance of SMAC continues to be remarkable and supports numerous academic and non-academic District programs. The total operating revenue for SMAC increased by over seven percent to \$5,664,166, an increase of \$394,800 over 2017-18. Net Operating Income, prior to District and College support, was \$1,380,623 compared to \$1,303,008 in 2017-18, representing an increase of \$71,807. Operating expenses increased in 2018-19 by \$322,993 or just over eight percent due to increases in salary and benefit costs, equipment related expenses, and programmatic improvements. Despite being a mature health club, SMAC continues to exceed revenue budget expectations and has increased revenue every year in operation. SMAC membership is currently just over 6,300 members, and, month-over-month, the SMAC adds slightly more members than it loses, creating a stable membership.

The revenue from the operations at SMAC pays for all of the direct and indirect expenses of the athletic club. In addition, it covers all expenses incurred by the CSM academic programs operating in the gym and the pools including shared supplies, cleaning, equipment maintenance, and repair of all equipment, as well as all facilities-related costs. In addition to all of these expenses being allocated to SMAC, with the support and approval of the District Board of Trustees, \$400,000 of the 2018-19 operating profit was transferred to the District's Promise Scholars Program. This money was used to provide books and supplies to participants in the program.

The building of the financial reserve is critical as SMAC not only funds the maintenance and repair of every piece of equipment in the facility, but is also funding the replacement of equipment with an average lifecycle of between five and seven years. Addressing these equipment needs benefits both the academic and community program and reduces fiscal impact on Unrestricted General Fund as maintenance and replacement expenses are funded completely by the SMAC reserve.

Community, Continuing and Corporate Education (CCCE)

The California Community College system established not-for-credit Community Education programs such as CCCE to address the needs of *all* the members of a community, by offering additional educational opportunities beyond for-credit instruction. As such, CCCE works to educate and enhance the lives of San Mateo County residents, families, businesses, nonprofits, government agencies, and internationals through self-supportive and innovative educational programs, partnerships, signature programs and global impact initiatives. Included in this narrative are select programmatic highlights reflective of the community-based work of this division.

Silicon Valley Intensive English Program (SVIEP)

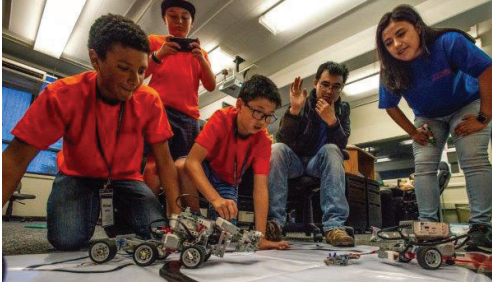
The Silicon Valley Intensive English Program (SVIEP) was founded in summer 2015 and launched with federal approval in the fall 2016 semester with the goal of providing a high-quality, in-house pathway to college for international students unable to matriculate directly to our three colleges due to insufficient TOEFL or IELTS test scores. SVIEP's strategic focus remains consistent with the District Strategic Plan's Goal 4 strategy to link the District's community and international education efforts to create synergies that strengthen both programs.

SVIEP remained the number two all-time referral source of international students for the District in 2019, a distinction earned through its strategic allocation of time, energy and resources – and the SVIEP team's close alignment with the District's international team and brand, San Mateo Colleges of Silicon Valley. Impressively, SVIEP's total number of

matriculated students totals 80 with 29 for Cañada College, 24 for CSM, and 27 for Skyline College. To date, this matriculation pipeline conservatively represents well over \$1 million dollars in tuition and enrollment fees for the District over the students' course of study. Significantly, none of these students would have been eligible to attend any of the District's three colleges without the existence of SVIEP.

Bay Area Pathways Academy (BAPA)

The Bay Area Pathways Academy (BAPA) is a comprehensive summer learning experience for students entering grades 6 to 9. The program hosts a broad selection of academic, enrichment, technology, fitness and aquatics programs that serves as a pathway-experience for children and families to embark upon the journey to community college and beyond.



BAPA 2019 proved to be yet another incredible year for students, with over 400 attending over the six-week summer program at the College of San Mateo. BAPA students of all socio-economic backgrounds and ethnicities participated side-by-side in one of the Bay Area's most comprehensive summer camp experiences, enjoying exciting and enriching classes in Academics, Robotics and Artificial Intelligence (AI), Fitness and Aquatics, Languages, Nature, and much more.

BAPA remains tuition supported yet is open to all local students through the provision of need-based scholarships. Pursuant to its goal of fostering educational equity, the BAPA 2018-19 program continued its tradition of hosting scholarship-supported students from families in need within our local communities.

Equity in Action – Transforming Lives

CCCE collaborated with Project Change and the San Mateo County Office of Education to provide classes to female youth at a local detention facility in 2018-19. Due to the success of this initiative, Project Change and SMCOE partners have requested that CCCE provide additional classes for 2019-20 in service of these and other students. Future classes will focus on learning to code, as well as other courses designed to foster growth.

Economic Development through Training & Partnerships

Corporate Education provides training for both domestic and international clients, designed to support the organizational goals of each client through customized solutions that range from basic skills to highly specialized training.

Corporate Education revenues for 2018-19 were \$278,641 (or 23 percent of total CCCE revenues). Domestic training during this period accounted for \$216,677 (or 78 percent) of Corporate Education revenues, while international training accounted for \$61,964 (or 22 percent).

Area businesses served through domestic training included a wide range of organizational types, including private industry (large and small employers), union education funds, and government agencies. International organizations served included delegations and groups from countries such as China, Japan, Colombia, and Cambodia.

Key goals for Corporate Education in 2019-20 include strategic leveraging of existing partnerships as well as increased new business development throughout the Bay Area and beyond, with a goal to double 2018-19 revenues through enhanced domestic training opportunities stemming from Corporate Education is growing reputation as a high-quality training provider and partner.

*Domestic Training***Private Industry**

CCCE worked with several private industry companies in 2018-19, including global tech companies seeking extensive, customized training for key work teams, as well as smaller regional companies seeking technical training to upskill key staff for optimized client success. These highly customized trainings were very successful. These partnerships will lead to subsequent opportunities in the coming fiscal year and beyond.

Union Education Fund

CCCE was contracted by a California-based Union Education Fund to design and implement an online platform paired with live classroom instruction to prepare incumbent healthcare workers to take and pass a required examination for continued employment. The training was a success and further discussions are under way for 2019-20.

Government Agencies

CCCE was hired to provide specially customized, technical training to select government technicians as a direct result of previous work done for the same client. Similarly, CCCE was contracted to provide credit-based contract education classes to clients of a local county agency, based on positive past client experiences with CCCE. This relationship continues to be fruitful for all concerned, resulting in new opportunities for collaboration in 2019-20.

International Training

In line with the mission to serve San Mateo County and the world at large, CCCE provided customized programming for international groups from China, Japan, Colombia, and Cambodia. CCCE collaborated with SFSU Extended Learning to create and provide a customized training program for two delegations of Chinese leaders - one delegation represented university leaders from important technical universities and the other represented vocational institutes seeking new learning experiences related to Career and Technical Education. Participants were impressed with campus facilities, as well as, what they learned about SMCCCD, resulting in increased awareness of San Mateo Colleges of Silicon Valley. CCCE hosted several groups of Japanese high school and middle school students from a partner international school. The high school students participated in a Silicon Valley Innovation Camp focused on entrepreneurship, while the middle school students learned English and co-learned alongside American peers in a Global BAPA experience. The group plans to send additional students from Japan in 2019-20. Additionally CCCE hosted a high-level delegation of Colombian leaders from the largest non-profit university in Colombia. The delegation participated in a Silicon Valley Innovation Program consisting of targeted guest lecturers and visits to a range of Silicon Valley companies and organizations to learn about innovation from a Silicon Valley perspective. The university plans to visit again in 2019-20 with a new delegation, which will further deepen ties with the District. Lastly the CCCE hosted a group of students from Cambodia for an Innovation Camp experience resulting in deepening ties with the Cambodian government and the matriculation of many within the group, some via SVIEP and others directly to the colleges.

Community, Continuing & Corporate Education (with SVIEP)	2018-19	2017-18	\$ Change	% Change
Operating Revenues	\$1,230,447	\$1,204,235	\$26,212	2.18%
Operating Expenditures				
Salaries and Benefits	800,111	856,628	(56,518)	-6.60%
Other Operating Expenses	709,981	769,518	(59,537)	-7.74%
Total Operating Expenses	\$1,510,091	\$1,626,146	\$(116,054)	-7.14%
Net Operating Profit/(Loss) before College Support Income	\$(279,645)	\$(421,911)	\$142,267	33.72%
College Support Income	\$279,667	\$-	\$279,667	100.0%
Net Change in Fund Balance	\$22	\$(421,911)	\$421,933	100.0%

Since CCCE's inception in January 2015, total program revenues have increased by 123 percent (or \$679,801) from \$550,646 in 2013-14 (which was the last fiscal year prior to Community Education becoming CCCE) to \$1,230,447 in 2018-19. This tremendous growth reflects both enhanced support for CCCE's vision by Auxiliary Services, as well as, the hard work and dedication of the entire CCCE team. Continued growth is anticipated for CCCE, coupled with ongoing new program development and programmatic pivots reflective of changing market conditions in CCCE's four-fold service areas.

As seen in the table above, CCCE experienced a relatively small increase in year-over-year revenue of 2.2 percent (or \$26,212) from 2017-18 to 2018-19, reflecting a year of strikingly differentiated growth, challenges, and opportunities for CCCE's four respective operational areas: BAPA, SVIEP, Corporate Education, and Community Education.

Growth and Challenges

Continuing its mission to provide superior summer learning and year-round impact, BAPA provided a significant bright spot for CCCE in both mission and self-sustainability, ending 2018-19 with \$431,721 in revenues and a surplus of \$104,133, which will yield continuous programmatic enhancements and results for area youth for the coming year.

Another core area of growth for CCCE continues to be Corporate Education, which ended 2018-19 with \$278,641 in revenues – a 40 percent (or \$79,641) increase over 2017-18, and a surplus of \$83,527 attributable to Corporate Education's high quality service, client satisfaction, and increased focus on business development. This important business unit contributes to the growth of leaders and teams for organizational success, resulting in increased workforce development and economic impact for our county and region. BAPA and Corporate Education together provided 58 percent (or \$710,362) of CCCE revenues for 2018-19, and both expect continued growth rate acceleration for 2019-20 through enhanced services and customer-focused success.

Recognized for its success in providing a guaranteed pathway for international students seeking to build their English skills in preparation for matriculation to college and eventual university transfer, SVIEP represented both growth and challenges relative to changing market conditions for English language programs in 2018-19. On the growth side, SVIEP increased year-over-year revenues by 30 percent (or \$66,060) over 2017-18. More impressively, SVIEP increased its total number of matriculated students to the colleges by 60 percent (from 50 to 80), which conservatively represents well over \$1 million dollars in tuition and enrollment fees for the District over their course of study. Most importantly, and easiest to overlook, is the fact that none of these 80 students would have been eligible to attend any of the three colleges without the existence of SVIEP.

SVIEP expenses for 2018-19 exceeded gross revenues. 2018-19's net loss, however, represents a significant reduction in net losses for SVIEP in the prior year – a strong testament to the success of comprehensive restructuring efforts carried out by SVIEP throughout 2018-19. While persistent headwinds remain against international recruitment of F-1 English language learners for the near future, new changes for SVIEP in 2019-20 bode well for continued enrollment and matriculation growth. These include staffing changes to the SVIEP team with a great focus on agent recruitment, a new online ESL initiative to increase access for overseas SVIEP audiences, collaboration and support for SMCSV GOAL projects, and collaboration with Skyline College on a customized, not-for-credit ESL for ECE course in support of a credit-bearing distance education program.

Despite its pedigree as a community resource for lifelong learners, Community Education presented a significant fiscal challenge to CCCE in 2018-19. With \$235,115 in revenues and \$526,325 in expenses, Community Education yielded a net loss of \$291,210 – resulting in substantive negative impact to overall financial performance. In order to address changing needs, new approaches to operationalizing Community Education are being prototyped for 2019-20 that aim to retain Community Education's positive community impact while simultaneously reconstructing a viable fiscal path forward for 2019-20 through cost-saving measures and revenue-generating strategies.

In an effort to reduce costs of the Community Education program, the program has embraced a "Going Green" strategy to reduce catalog costs and environmental impact by replacing its 34-page mailer with a postcard inviting community

members to view a digital catalog online prior to registration. Additionally, Community Education projects significantly decreased staffing costs for 2019-20 due to a re-allocation of staff time resulting in increased support for Corporate Education and a reduced staffing footprint for Community Education. These initial changes above are projected to yield approximately \$175,000 in cost savings for 2019-20, and more are currently under exploration.

In an effort to increase revenue for Community Education, staff is pursuing a three-pronged approach to growth for 2019-20, each designed to leverage Community Education's human and programmatic strengths to generate new revenue streams. Initial growth approaches include development of year-round custom youth camps leveraging the popularity of BAPA with middle school families; short (one or two-day) professional development boot camps for area professionals leveraging local employer needs for accessible upskilling of talent; and comprehensive conference services for the healthcare industry (initially) leveraging our Community Education Coordinator's expertise in running Allied Health conferences.

Opportunities

Opportunities abound to drive growth and fiscal success for CCCE in 2019-20 – opportunities which, as described herein, have the capacity to leverage known strengths and build upon prior successes. In embrace of these opportunities, CCCE remains committed and focused on self-sustainability through a rich combination of cost-saving measures, revenue-generating innovations, and value-creation for those served. Furthermore, CCCE intends to maintain its focus on meeting District Strategic Plan Goals 2 and 3 through continued corporate training outreach and marketing to Silicon Valley companies, short-term training and camp outreach to international student groups and professionals from overseas, strategic new program development, strategic partnerships, and other new value-creating initiatives.

CHILD DEVELOPMENT FUND (FUND 6)

The Child Development Fund detailed on page 80 maintains the required financial accounting for the District's Child Development Centers at the College of San Mateo and Skyline College. The Fund was established by the Board of Trustees on April 8, 1981, to account for the Child Development Center (CDC) at College of San Mateo (Mary Meta Lazarus Child Development Center). During spring 1996, the Skyline College Children's Center (Skyline College Child Development Laboratory Center) was established. Cañada College currently does not operate a Child Development Center.

The 2019-20 budget for the Child Development Fund totals \$1,428,922. Estimated income is projected at \$861,475. There is no net beginning balance for the Child Development Fund. Income and expenditures are estimated based on 2018-19 amounts. The Board has approved a transfer from redevelopment fund balances to cover deficits for the CDC.

TRUST FUNDS (STUDENT FINANCIAL AID FUND 7)

The Student Aid Fund detailed on page 84 includes the 2019-20 estimated allocations from the Federal government for Pell Grants (PELL), Supplemental Educational Opportunity Grants (SEOG) and Federal Direct Student Loans (FDSL), as well as estimated State funding for Cal Grants and scholarships from the SMCCC Foundation that are disbursed through District accounts.

The 2019-20 budget for the Student Aid Fund totals \$15,651,997. Estimated income in the Student Aid Fund is also \$15,651,997.

The California College Promise Grant (formerly known as BOG Grant) funding is not reflected within this fund, but rather as an offset to enrollment fees within the Unrestricted General Fund.

The Fund does not include Federal Work Study payments, which are considered wages for work rather than financial assistance in the form of aid. Work Study funds are maintained in the Restricted General Fund.

Direct financial aid payments to students from College EOPS and CARE grants typically are paid from the Student Aid Fund. Other College programs that pay direct grants and scholarships to students include federal TRIO and National Science Foundation (NSF) funds, the Grove Foundation Scholarships, and the Student Success Completion Grant (SSCG) program. Income and expenditures will be recognized in this Fund when these grants are finalized and amounts are determined for aid purposes.

RESERVE FUND FOR POST-RETIREMENT BENEFITS / HOUSING LOAN (FUND 8)

The Reserve Fund for Post-Retirement Benefits budget for 2019-20 totals \$6,916,000 as shown on page 89. The net beginning balance in the fund for Post-Retirement Benefits totals \$8,052,062 and \$5,544,560 for the Housing Loan program for a total of \$13,596,622. The Fund consists of estimated interest income, a portion of charges for retirees “pay as you go” medical benefit costs and transfers from other funds.

According to GASB 45 requirements, the District must determine its overall liability of post-retirement medical benefits plan regularly. An actuarial study uses assumptions for future benefit costs. The District charges itself an amount to cover the future medical benefit costs for current employees. These charges appear as part of the benefit expenses in all funds and are transferred to this fund.

In 2009, the District established an irrevocable trust, the Futuris Other Post-Employment Benefits (OPEB) Trust. Establishing the trust and the agreements does not obligate the District to place funds in the trust, and funds may be disbursed from the trust for any current retiree benefit expense. This tends to lessen the restrictive aspects of the trust and continues to allow for cash management flexibility. The Trust enables the District to invest in longer term investments and receive a better return which in turn reduces the District’s liability.

In 2018-19, the District deposited \$2.6 million into the irrevocable trust fund and the current budget allows for another \$3.6 million to be transferred into the trust by the end of June 2020.

As of June 30, 2019, the District’s Investment Trust portfolio had an asset allocation in mutual funds of 55 percent in fixed income funds, 40 percent in equity funds (equity funds were comprised of 33 percent in domestic equity and seven percent in international equity), and five percent in real estate. The value of the portfolio as of June 30, 2019 was \$123,079,056 and included contributions during the year of \$2.6 million. The District has contracted to prepare an Actuarial Study as of June 30, 2019 of Retiree Health Liabilities in compliance with Governmental Accounting Standards Board (GASB) Statements 74 and 75. As of this writing, the report is not yet available and is expected in September 2019; however, the last study prepared as of June 30, 2018 determined an OPEB liability of \$121 million with assets of \$115 million (or 95% funded). While considering new hires, increased cost of medical benefits, employee and retiree demographics, market fluctuations, and additional contributions staff is anticipating the result of the updated study to indicate that the liability will be fully funded. Given this funding status, this budget anticipates disbursing \$3.3 million from the Reserve Fund for Post-Retirement to fund its “pay as you go” retiree benefit costs in 2019-20.

2019-20 ALL FUNDS BUDGET SUMMARY

The 2019-20 budgets for each fund include revenue and expenditure budgets. For summary information, please refer to the tables on pages 42-43. The relationship of each fund's expenditures to the total Final Budget is illustrated in the following table:

Fund	2019-20 Budget	% of Total
Unrestricted General Fund	\$214,469,184	45.86%
Self-Insurance Fund	2,138,378	0.46%
Debt Service Fund	65,549,956	14.02%
Restricted General Fund	46,253,978	9.89%
Capital Projects Fund	100,457,464	21.48%
Bookstore Fund	7,331,681	1.57%
Cafeteria Fund	245,588	0.05%
San Mateo Athletic Club (SMAC)	5,626,206	1.20%
Community, Continuing, and Corp Ed	1,638,578	0.35%
Child Development Fund	1,428,922	0.31%
Trust Funds (Financial Aid)	15,651,997	3.35%
Reserve for Post-Retirement Benefits / Housing Loan	6,916,000	1.48%
TOTAL	\$467,707,932	100.00%

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BUDGET TABLES

Funds Chart

2019-2020 Adoption Budget

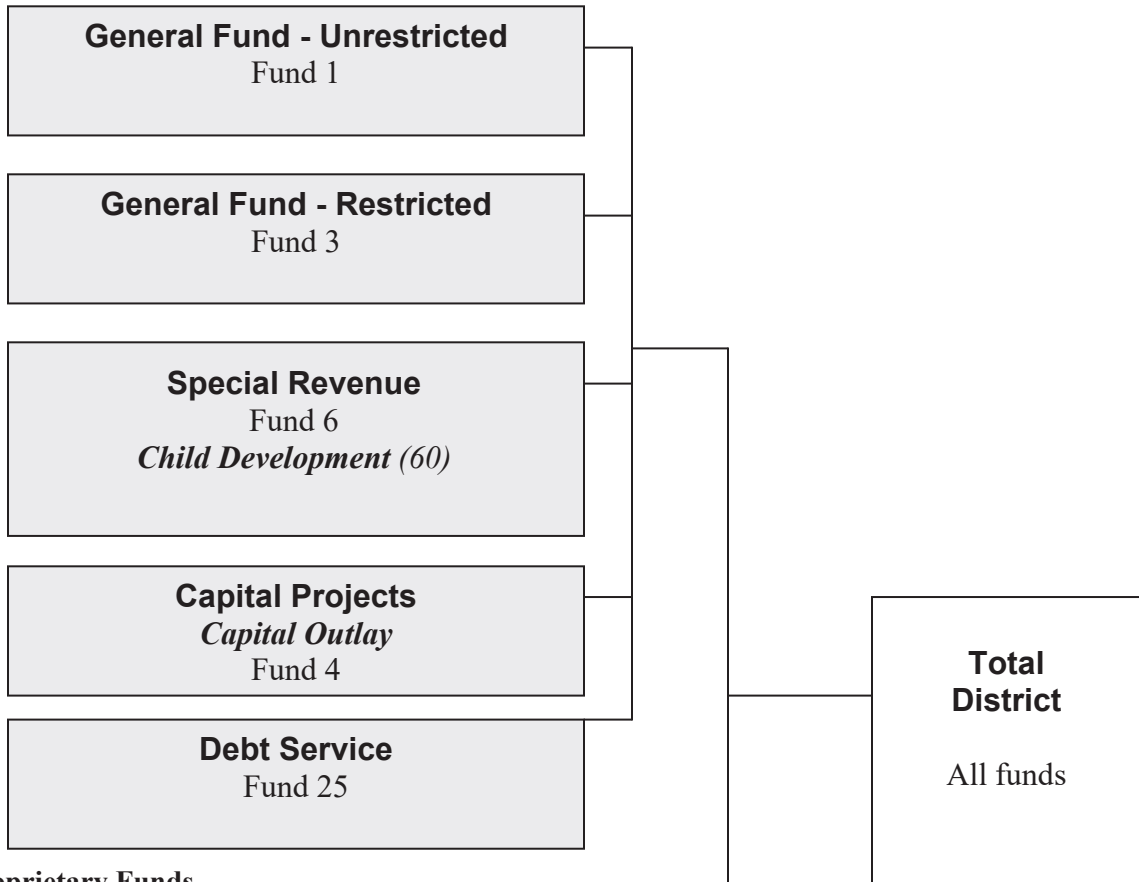
2018-2019 Year-End Actuals



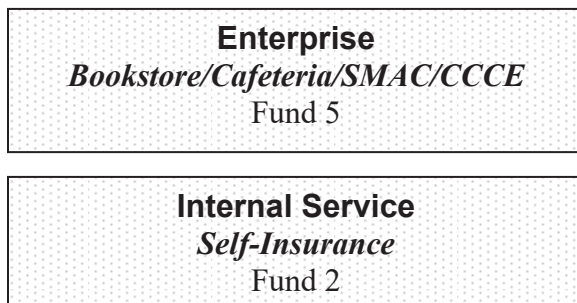
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San Mateo County Community College District Funds

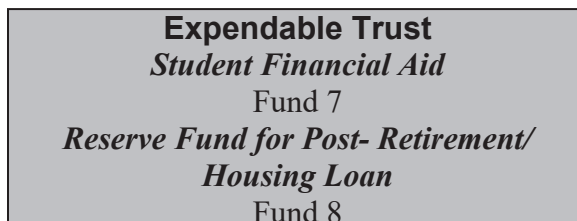
Governmental Funds



Proprietary Funds



Fiduciary Funds



San Mateo County Community College District
2019-2020
Final Budget - All Funds

Governmental Funds					Proprietary	
Total General Fund		Special Revenue	Capital Projects	Debt Service	Enterprise Fund	
Unrestricted	Restricted	Child Development	Capital Outlay	Debt Service	CCC Education	

Revenue

1	Federal Revenue	0	7,309,655	49,000	0	0	0
2	State Revenue	11,776,966	26,880,521	245,475	2,702,549	0	0
3	Local Revenue	189,763,849	6,623,481	567,000	2,233,166	65,549,956	1,650,000
4	Total Revenue	201,540,815	40,813,657	861,475	4,935,715	65,549,956	1,650,000

Expenses

5	Cost of Sales	0	0	0	0	0	0
6	Certificated Salaries	68,698,033	6,299,117	226,843	1,500	0	0
7	Classified Salaries	46,949,573	12,992,133	661,108	3,562,405	0	652,350
8	Employee Benefits	48,401,785	8,948,428	424,834	1,603,082	0	308,228
9	Materials & Supplies	4,922,726	2,313,913	93,996	2,666,667	0	68,000
10	Operating Expenses	35,342,066	12,610,078	22,140	18,922,474	0	610,000
11	Capital Outlay	2,260,916	855,780	0	73,333,333	0	0
12	Total Expenses	206,575,099	44,019,449	1,428,922	100,089,461	0	1,638,578

Transfers & Other

13	Transfers In	0	5,440,321	567,447	0	0	0
14	Other Sources	0	0	0	0	0	0
15	Transfers out	(7,616,427)	0	0	(368,003)	0	0
16	Contingency/Deficit	0	0	0	0	0	0
17	Other Out Go	(277,658)	(2,234,529)	0	0	(65,549,956)	0
18	Total Transfers/Other	(7,894,085)	3,205,792	567,447	(368,003)	(65,549,956)	0

Fund Balance

19	Net Change in Fund Balance	(12,928,369)	0	0	(95,521,749)	0	11,422
20	Beginning Balance, July 1	43,159,488	28,586,873	0	364,478,511	66,056,878	109,635
21	Adjustments to Beginning Balance	0	0	0	0	0	0
22	Net Fund Balance, 6/30	30,231,119	28,586,873	0	268,956,762	66,056,878	121,057

***Note: Minor differences in dollar amounts due to rounding*

**San Mateo County Community College District
2019-2020
Final Budget - All Funds**

Proprietary Funds				Fiduciary Funds		Total District All Funds
Enterprise Funds		Internal Service		Expendable Trusts		
Bookstore	Cafeteria	San Mateo Athletic Club	Self- Insurance	Trust Fund (Student Aid)	Retirement Reserve	
0	0	0	0	13,521,997	0	20,880,652 1
0	0	0	0	1,090,000	0	42,695,511 2
7,000,000	350,000	5,982,835	0	1,040,000	120,000	280,880,287 3
7,000,000	350,000	5,982,835	0	15,651,997	120,000	344,456,451 4
4,000,000	0	0	0	0	0	4,000,000 5
0	0	0	0	0	0	75,225,493 6
1,988,439	87,036	373,299	48,413	0	0	67,314,756 7
728,242	28,552	156,846	22,250	0	3,300,000	63,922,247 8
15,000	0	0	0	0	0	10,080,302 9
600,000	130,000	4,596,061	2,067,715	0	16,000	74,916,534 10
0	0	0	0	0	0	76,450,029 11
7,331,681	245,588	5,126,206	2,138,378	0	3,316,000	371,909,361 12
0	0	0	1,976,663	0	0	7,984,430 13
0	0	218,000	967,741	0	5,111,793	6,297,534 14
0	0	0	0	0	0	(7,984,430) 15
0	0	0	0	0	0	0 16
0	0	(500,000)	0	(15,651,997)	(3,600,000)	(87,814,141) 17
0	0	(282,000)	2,944,404	(15,651,997)	1,511,793	(81,516,607) 18
(331,681)	104,412	574,629	806,026	0	(1,684,207)	(108,969,517) 19
6,760,768	775,929	3,887,611	7,890,169	81,380	13,596,622	535,383,865 20
0	0	0	0	0	0	0 21
6,429,087	880,341	4,462,240	8,696,195	81,380	11,912,415	426,414,348 22

San Mateo County Community College District
2018-2019
Year End Actuals - All Funds

Governmental Funds					Proprietary
Total General Fund		Special Revenue	Capital Projects	Debt Service	Enterprise Fund
Unrestricted	Restricted	Child Development	Capital Outlay	Debt Service	CCC Education

Revenue

1	Federal Revenue	2,986	6,848,457	45,104	0	881	0
2	State Revenue	18,433,641	25,505,747	309,983	598,306	150,744	0
3	Local Revenue	184,427,566	7,412,046	553,980	267,680,326	70,048,420	1,230,447
4	Total Revenue	202,864,193	39,766,250	909,066	268,278,632	70,200,045	1,230,447

Expenses

5	Cost of Sales	0	0	0	0	0	0
6	Certificated Salaries	61,572,227	9,304,369	213,956	1,103	0	0
7	Classified Salaries	41,558,195	13,746,534	712,419	3,499,965	0	590,907
8	Employee Benefits	50,430,439	9,690,750	450,577	1,506,968	0	209,204
9	Materials & Supplies	2,279,268	1,870,261	97,566	2,325,814	0	69,326
10	Operating Expenses	13,937,132	8,747,419	2,475	10,571,674	0	640,654
11	Capital Outlay	428,867	1,276,911	0	96,190,432	0	0
12	Total Expenses	170,206,127	44,636,245	1,476,993	114,095,957	0	1,510,091

Transfers & Other

13	Transfers In	828,587	6,107,692	567,927	17,944,428	0	0
14	Other Sources	16,942	21,474,033	0	30,827,322	0	279,667
15	Transfers out	(28,518,716)	(1,924,449)	0	(1,392,628)	0	0
16	Contingency	0	0	0	0	0	0
17	Other Out Go	(2,798)	(2,349,717)	0	(61,317)	(55,281,036)	0
18	Total Transfers/Other	(27,675,985)	23,307,559	567,927	47,317,805	(55,281,036)	279,667

Fund Balance

19	Net Change in Fund Balance	4,982,080	18,437,564	0	201,500,480	14,919,009	23
20	Beginning Balance, July 1	38,177,408	10,149,309	0	162,978,031	51,137,869	109,612
21	Adjustments to Beginning Balance	0	0	0	0	0	0
22	Net Fund Balance, June 30	43,159,488	28,586,873	0	364,478,511	66,056,878	109,635

***Note: Minor differences in dollar amounts due to rounding.*

**San Mateo County Community College District
2018-2019
Year End Actuals- All Funds**

Proprietary Funds				Fiduciary Funds			
Enterprise Funds			Internal Service	Expendable Trusts			
Bookstore	Cafeteria	San Mateo Athletic Club	Self-Insurance	Trust Fund (Student Aid)	Retirement Reserve	Total District All Funds	
0	0	0	0	13,428,190	0	20,325,616 1	
0	0	0	4,389	1,075,383	0	46,078,193 2	
6,622,191	333,366	5,664,166	0	1,029,818	329,753	545,332,078 3	
6,622,191	333,366	5,664,166	4,389	15,533,390	329,753	611,735,887 4	
3,731,887	0	0	0	0	0	3,731,887 5	
0	0	0	0	0	0	71,091,655 6	
1,923,200	82,831	374,328	76,693	0	0	62,565,073 7	
679,124	18,934	144,398	60,765	0	3,337,793	66,528,953 8	
29,318	0	0	0	0	0	6,671,553 9	
718,601	152,776	4,458,256	2,275,559	0	14,680	41,519,226 10	
0	0	0	0	0	0	97,896,210 11	
7,082,130	254,541	4,976,982	2,413,018	0	3,352,473	350,004,557 12	
0	0	0	1,482,215	1,924,449	3,000,270	31,855,568 13	
0	0	357,889	933,934	0	5,944,185	59,833,972 14	
0	0	0	0	(19,776)	0	(31,855,568) 15	
0	0	0	0	0	0	0 16	
(105,367)	0	(808,806)	0	(17,438,064)	(2,600,000)	(78,647,105) 17	
(105,367)	0	(450,917)	2,416,148	(15,533,390)	6,344,455	(18,813,133) 18	
(565,306)	78,825	236,267	7,519	0	3,321,735	242,918,197 19	
7,326,074	697,104	3,651,344	7,882,650	81,380	10,274,887	292,465,668 20	
0	0	0	0	0	0	0 21	
6,760,768	775,929	3,887,611	7,890,169	81,380	13,596,622	535,383,865 22	

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Unrestricted General Fund (Fund 1)

The Unrestricted General Fund is maintained to account for those monies that are not restricted in their use by external sources. This is one of the largest of the funds and the one we most commonly think of when discussing the budget.

Proposition 55 (EPA) funds are included as part of Fund 1. The site allocation budgets are shown in detail following the General Fund pages in this section.

In general, there are no external restrictions imposed on the use of these monies; however, the District's Board of Trustees may designate portions of this fund as special allocations or set-asides for specific purposes. Examples of these designated allocations include the set aside for Faculty Professional Development or Classified Staff Development, which provides financing for efforts to enhance staff development skills.



San Mateo County Community College District
2019-20 Budget
Unrestricted General Fund (Fund 1)

	Cañada	CSM	Skyline	District Office	Central Services	2019-20 Adoption Budget	
Revenue							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	\$0	1
2 State Revenue	269,531	435,614	436,340	321,256	10,314,225	11,776,966	2
3 Local Revenue	2,832,181	9,072,904	5,790,360	0	172,068,404	189,763,849	3
4 Total Revenue	\$3,101,712	\$9,508,518	\$6,226,700	\$321,256	\$182,382,629	\$201,540,815	4
Expenses							
5 Certificated Salaries	\$13,974,375	\$24,035,302	\$23,200,340	\$1,314,261	\$6,173,755	\$68,698,033	5
6 Classified Salaries	6,459,854	9,059,610	9,756,093	18,206,737	3,467,279	46,949,573	6
7 Employee Benefits	7,392,278	10,581,417	11,680,654	9,503,110	9,244,325	48,401,785	7
8 Materials & Supplies	226,733	405,869	1,420,358	2,159,165	710,600	4,922,726	8
9 Operating Expenses	2,896,137	8,488,966	5,371,011	7,061,895	11,524,057	35,342,066	9
10 Capital Outlay	0	2,938	26,885	2,127,094	104,000	2,260,916	10
11 Total Expenses	\$30,949,378	\$52,574,102	\$51,455,341	\$40,372,261	\$31,224,017	\$206,575,099	11
Transfers & Other							
12 Transfers In	\$0	\$0	\$0	\$0	\$0	\$0	12
13 Other Sources	0	0	0	0	0	0	13
14 Transfers Out	(826,766)	(608,268)	(636,037)	(361,000)	(5,184,356)	(7,616,427)	14
15 Contingency	\$0	0	0	0	0	0	15
16 Other Out Go	\$0	0	(277,658)	0	0	(277,658)	16
17 Total Transfers/Other	(\$826,766)	(\$608,268)	(\$913,695)	(\$361,000)	(\$5,184,356)	(\$7,894,085)	17
Fund Balance							
18 Net Change in Fund Balance	(\$28,674,432)	(\$43,673,852)	(\$46,142,336)	(\$40,412,005)	\$145,974,256	(\$12,928,369)	18
19 Beginning Balance, July 1	0	0	0	0	0	43,159,488	19
20 Adjustments to Beginning Balance	0	0	0	0	0	0	20
21 Net Fund Balance, June 30	(\$28,674,432)	(\$43,673,852)	(\$46,142,336)	(\$40,412,005)	\$145,974,256	\$30,231,119	21

Includes Education Protection Account (EPA) and beginning balances.

San Mateo County Community College District

Unrestricted General Fund (Fund 1) - Total District

	2018-19 Revised Budget	2018-19 Actual	2019-20 Adoption Budget	
Revenue				
1 Federal Revenue	\$2,986	\$2,986	\$0	1
2 State Revenue	12,475,472	18,433,641	11,776,966	2
3 Local Revenue	183,491,759	184,427,566	189,763,849	3
4 Total Revenue	\$195,970,217	\$202,864,193	\$201,540,815	4
Expenses				
5 Certificated Salaries	\$62,467,014	\$61,572,227	\$68,698,033	5
6 Classified Salaries	42,212,546	41,558,195	46,949,573	6
7 Employee Benefits	44,834,866	50,430,439	48,401,785	7
8 Materials & Supplies	3,607,608	2,279,268	4,922,726	8
9 Operating Expenses	21,755,272	13,937,132	35,342,066	9
10 Capital Outlay	1,049,090	428,867	2,260,916	10
11 Total Expenses	\$175,926,396	\$170,206,127	\$206,575,099	11
Transfers & Other				
12 Transfers In	\$828,587	\$828,587	\$0	12
13 Other Sources	16,942	16,942	0	13
14 Transfers out	(28,209,233)	(28,518,716)	(7,616,427)	14
15 Contingency	(83,627)	0	0	15
16 Other Out Go	(3,009,970)	(2,798)	(277,658)	16
17 Total Transfers/Other	(\$30,457,301)	(\$27,675,985)	(\$7,894,085)	17
Fund Balance				
Net Change in Fund				
18 Balance	(\$10,413,480)	\$4,982,080	(\$12,928,369)	18
19 Beginning Balance, July 1	38,177,408	38,177,408	43,159,488	19
Adjustments to Beginning				
20 Balance	0	0	0	20
21 Net Fund Balance, June 30	\$27,763,928	\$43,159,488	\$30,231,119	21

Includes Education Protection Account (EPA).

Includes combined total of Central Services, District Office, Cañada College, College of San Mateo, and Skyline College.

**San Mateo County Community College District
2019-20 Budget
Education Protection Account (EPA)**

	Cañada	CSM	Skyline	District Office	2019-20 Adoption Budget	
Revenue						
1	\$0	\$0	\$0	\$0	\$0	1
2	269,531	435,614	436,340	321,256	1,462,741	2
3	0	0	0	0	0	3
4	\$269,531	\$435,614	\$436,340	\$321,256	\$1,462,741	4
Expenses						
5	\$184,976	\$326,557	\$321,061	\$0	\$832,594	5
6	0	0	0	206,634	206,634	6
7	84,555	109,057	115,279	114,622	423,513	7
8	0	0	0	0	0	8
9	0	0	0	0	0	9
10	0	0	0	0	0	10
11	\$269,531	\$435,614	\$436,340	\$321,256	\$1,462,741	11
Transfers & Other						
12	\$0	\$0	\$0	\$0	\$0	12
13	0	0	0	0	0	13
14	0	0	0	0	0	14
15	0	0	0	0	0	15
16	\$0	0	0	0	0	16
17	\$0	\$0	\$0	\$0	\$0	17
Fund Balance						
18	\$0	\$0	\$0	\$0	\$0	18
19	0	0	0	0	0	19
20	0	0	0	0	0	20
21	\$0	\$0	\$0	\$0	\$0	21

San Mateo County Community College District

Education Protection Account (EPA)

	2018-19 Revised Budget	2018-19 Actual	2019-20 Adoption Budget	
Revenue				
1	\$0	\$0	\$0	1
2	1,518,250	1,518,250	1,462,741	2
3	0	0	0	3
4	\$1,518,250	\$1,518,250	\$1,462,741	4
Expenses				
5	\$868,485	\$870,523	\$832,594	5
6	267,841	205,216	206,634	6
7	393,022	442,511	423,513	7
8	0	0	0	8
9	-	0	0	9
10	0	0	0	10
11	\$1,529,348	\$1,518,250	\$1,462,741	11
Transfers & Other				
12	\$0	\$0	\$0	12
13	0	0	0	13
14	0	0	0	14
15	0	0	0	15
16	0	0	0	16
17	\$0	\$0	\$0	17
Fund Balance				
18	(\$11,098)	\$0	\$0	18
19	0	0	0	19
20	0	0	0	20
21	(\$11,098)	\$0	\$0	21

Includes combined total of Central Services, District Office, Cañada College, College of San Mateo, and Skyline College.

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INTERNAL SERVICE FUND (Fund 2)

The Self-Insurance Fund is the fund designated to account for revenue and expense of the District's self-insurance programs, including both Property and Liability and Workers' Compensation insurance needs.

An amount is transferred into this fund each year from the Unrestricted General Fund in anticipation of estimated losses, as well as for insurance premiums. This is a reserve for current and future losses; it may or may not be depleted during the year.



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San Mateo County Community College District

Internal Service - Self-Insurance Fund (Fund 2) - Central Services

		2018-19 Revised Budget	2018-19 Actual	2019-20 Adoption Budget	
Revenue					
1	Federal Revenue	\$0	\$0	\$0	1
2	State Revenue	0	4,389	0	2
3	Local Revenue	0	0	0	3
4	Total Revenue	\$0	\$4,389	\$0	4
Expenses					
5	Certificated Salaries	\$0	\$0	\$0	5
6	Classified Salaries	46,479	76,693	48,413	6
7	Employee Benefits	21,422	60,765	22,250	7
8	Materials & Supplies	5,000	0	0	8
9	Operating Expenses	1,591,580	2,275,559	2,067,715	9
10	Capital Outlay	0	0	0	10
11	Total Expenses	\$1,664,481	\$2,413,018	\$2,138,378	11
Transfers & Other					
12	Transfers In	\$1,602,125	\$1,482,215	\$1,976,663	12
13	Other Sources	993,494	933,934	967,741	13
14	Transfers out	0	0	0	14
15	Contingency	0	0	0	15
16	Other Out Go	0	0	0	16
17	Total Transfers/Other	\$2,595,619	\$2,416,148	\$2,944,404	17
Fund Balance					
18	Net Change in Fund Balance	\$931,138	\$7,519	\$806,026	18
19	Beginning Balance, July 1	7,882,650	7,882,650	7,890,169	19
20	Adjustments to Beginning Balance	0	0	0	20
21	Net Fund Balance, June 30	\$8,813,788	\$7,890,169	\$8,696,195	21

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DEBT SERVICE FUND (Fund 25)

The Debt Services Fund is used to account for the accumulation of resources for, and the payment of general long-term debt.

The fund which is used to record transactions related to the receipt and expenditure of the general obligation bond is called the Bond Interest Redemption Fund.



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San Mateo County Community College District

Debt Service Fund (Fund 25) - Central Services

	2018-19 Revised Budget	2018-19 Actual	2019-20 Adoption Budget	
Revenue				
1 Federal Revenue	\$200	\$881	\$0	1
2 State Revenue	0	150,744	0	2
3 Local Revenue	52,132,000	70,048,420	65,549,956	3
4 Total Revenue	\$52,132,200	\$70,200,045	\$65,549,956	4
Expenses				
5 Certificated Salaries	\$0	\$0	\$0	5
6 Classified Salaries	0	0	0	6
7 Employee Benefits	0	0	0	7
8 Materials & Supplies	0	0	0	8
9 Operating Expenses	0	0	0	9
10 Capital Outlay	0	0	0	10
11 Total Expenses	\$0	\$0	\$0	11
Transfers & Other				
12 Transfers In	\$0	\$0	\$0	12
13 Other Sources	0	0	0	13
14 Transfers out	0	0	0	14
15 Contingency	0	0	0	15
16 Other Out Go	(52,082,176)	(55,281,036)	(65,549,956)	16
17 Total Transfers/Other	(\$52,082,176)	(\$55,281,036)	(\$65,549,956)	17
Fund Balance				
18 Net Change in Fund Balance	\$50,024	\$14,919,009	\$0	18
19 Beginning Balance, July 1	51,137,869	51,137,869	66,056,878	19
20 Adjustments to Beginning Balance	0	0	0	20
21 Net Fund Balance, June 30	\$51,187,893	\$66,056,878	\$66,056,878	21

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RESTRICTED GENERAL FUND (Fund 3)

The Restricted General Fund is maintained to account for those monies that are restricted in their use by law, regulations, donors, or other outside Federal, State, and Local agencies.

Examples of restricted sources of monies include Student Equity & Achievement (SEA), Extended Opportunity Programs and Services (EOPS), Disabled Students Programs & Services (DSPS), State Instructional Equipment, Federal Work-Study Program, KCSM grants and donations, Parking (includes parking permit and parking citation revenue), and Health Services.

A complete list of these specially funded programs showing project budgets are detailed on the following pages.



San Mateo County Community College District
2019-20 Budget
Restricted General Fund (Fund 3)

	Cañada	CSM	Skyline	District Office	2019-20 Adoption Budget		
Revenue							
1	Federal Revenue	\$3,679,742	\$1,544,823	\$2,085,090	\$0	\$7,309,655	1
2	State Revenue	6,655,168	8,302,973	10,685,645	1,236,735	26,880,521	2
3	Local Revenue	603,045	2,589,414	1,272,347	2,158,675	6,623,481	3
4	Total Revenue	\$10,937,955	\$12,437,210	\$14,043,082	\$3,395,410	\$40,813,657	4
Expenses							
5	Certificated Salaries	\$2,038,697	\$2,139,963	\$2,120,457	\$0	\$6,299,117	5
6	Classified Salaries	3,422,480	2,881,393	3,117,688	3,570,572	12,992,133	6
7	Employee Benefits	2,330,210	2,323,095	2,271,676	2,023,447	8,948,428	7
8	Materials & Supplies	562,696	610,232	1,041,935	99,050	2,313,913	8
9	Operating Expenses	2,705,031	4,225,125	4,411,041	1,268,881	12,610,078	9
10	Capital Outlay	175,925	125,451	393,294	161,110	855,780	10
11	Total Expenses	\$11,235,039	\$12,305,259	\$13,356,091	\$7,123,060	\$44,019,449	11
Transfers & Other							
12	Transfers In	\$791,268	\$500,000	\$421,403	\$3,727,650	\$5,440,321	12
13	Other Sources	0	0	0	0	0	13
14	Transfers out	0	0	0	0	0	14
15	Contingency	0	0	0	0	0	15
16	Other Out Go	(494,184)	(631,951)	(1,108,394)	0	(2,234,529)	16
17	Total Transfers/Other	\$297,084	(\$131,951)	(\$686,991)	\$3,727,650	\$3,205,792	17
Fund Balance							
18	Net Change in Fund Balance	\$0	\$0	\$0	\$0	\$0	18
19	Beginning Balance, July 1	0	0	0	0	28,586,873	19
20	Adjustments to Beginning Balance	0	0	0	0	0	20
21	Net Fund Balance, June 30	\$0	\$0	\$0	\$0	\$28,586,873	21

San Mateo County Community College District

Restricted General Fund (Fund 3) - Total District

	2018-19 Revised Budget	2018-19 Actual	2019-20 Adoption Budget	
Revenue				
1 Federal Revenue	\$12,475,417	\$6,848,457	\$7,309,655	1
2 State Revenue	38,173,409	25,505,747	26,880,521	2
3 Local Revenue	8,314,590	7,412,046	6,623,481	3
4 Total Revenue	\$58,963,417	\$39,766,250	\$40,813,657	4
Expenses				
5 Certificated Salaries	\$11,079,707	\$9,304,369	\$6,299,117	5
6 Classified Salaries	16,530,454	13,746,534	12,992,133	6
7 Employee Benefits	10,024,362	9,690,750	8,948,428	7
8 Materials & Supplies	4,570,251	1,870,261	2,313,913	8
9 Operating Expenses	21,441,951	8,747,419	12,610,078	9
10 Capital Outlay	10,004,440	1,276,911	855,780	10
11 Total Expenses	\$73,651,165	\$44,636,245	\$44,019,449	11
Transfers & Other				
12 Transfers In	\$4,531,954	\$6,107,692	\$5,440,321	12
13 Other Sources	12,101,161	21,474,033	0	13
14 Transfers out	(1,924,449)	(1,924,449)	0	14
15 Contingency	0	0	0	15
16 Other Out Go	(3,191,101)	(2,349,717)	(2,234,529)	16
17 Total Transfers/Other	\$11,517,565	\$23,307,559	\$3,205,792	17
Fund Balance				
18 Net Change in Fund Balance	(\$3,170,183)	\$18,437,564	\$0	18
19 Beginning Balance, July 1	10,149,309	10,149,309	28,586,873	19
20 Adjustments to Beginning Balance	0	0	0	20
21 Net Fund Balance, June 30	\$6,979,126	\$28,586,873	\$28,586,873	21

Includes combined total of Central Services, District Office, Cañada College, College of San Mateo, and Skyline College.

San Mateo County Community College District

2019-20 FINAL BUDGET - SPECIALLY FUNDED PROGRAMS
New funds and carry-over balances from the prior year for current fiscal year expenditures

<u>Fund</u>	<u>Program</u>	<u>Source</u>	<u>Cañada College</u>	<u>College of San Mateo</u>	<u>Skyline College</u>	<u>District Office</u>	<u>Total</u>
30005	Work Study	Federal	83,799	106,385	267,570		457,754
30007	CTEA Perkins IV-1C	Federal	107,802	164,517	183,156		455,475
30105	CTE Transitions	Federal	46,196	46,195	46,195		138,586
30117	NSF S-STEM Scholarships C/O	Federal	41,681				41,681
30121	HSI Institutional ESO C/O	Federal	783,707				783,707
30127	TRIO - SSS	Federal			570,842		570,842
30128	TRIO - SSS	Federal	265,802				265,802
30129	Math Science Eng Improvement Prog Coop C/O	Federal	56,544				56,544
30133	Math Science Eng Improvement Prog Inst C/O	Federal	197,239				197,239
30134	HSI Institutional ESO Adelante	Federal	645,691				645,691
30135	HSI STEM GANAS	Federal	873,737				873,737
30136	HSI STEM Plus	Federal		1,167,066			1,167,066
30138	NSF S-STEM Scholarships C/O	Federal			257,703		257,703
30143	TRIO - Upward Bound	Federal	301,913				301,913
30147	NSF S-STEM Scholarships	Federal	215,744				215,744
30148	HSI Coop Strengthening STEM Pathways	Federal			749,767		749,767
30149	Math Science Eng Improvement Prog Suppl C/O	Federal	49,887				49,887
30150	Small Business Dev Ctr - HSUSPF C/O	Federal		60,660			60,660
30151	NSF - (includes SJECCD CCCEM)	Federal	10,000		9,856		19,856
31002	DSP&S	State	472,073	1,043,777	602,115		2,117,965
31003	EOP&S	State	583,828	589,502	588,644		1,761,974
31004	EOP&S/CARE	State	70,269	37,784	60,471		168,524
31012	Foster Care Education	State	48,256				48,256
31012	Foster Care Education	Federal	31,709				31,709
31016	AB602 - Board Fin Asst Prog Adm Allow	State	219,427	255,104	296,900		771,431
31031	CalWORKs	State	139,101	126,049	133,955		399,105
31033	TANF	Federal	29,302	27,342	28,529		85,173
31045	Staff Diversity	State			3,215	87,825	91,039
31055	MESA/CCCP/FSS	State	74,515	74,515	74,515		223,545
31069	Lottery Prop 20 Instructional Materials C/O	State	198,774	356,342	330,763		885,878
31157	UC Regents Puente Program CAN	State	1,500				1,500
31168	CalSTRS On-behalf Payments	State				550,000	550,000
31175	RSCCD CTE Data Unlocked Initiative C/O	State	33,859	50,000			83,859
31177	Go-Biz HSUSPF C/O	State		22,618			22,618
31192	Adult Ed Block Grant 2017-18 C/O	State		39,869	70,854		110,722
31195	Guided Pathways Year 3	State	128,794	163,514	199,294		491,602
31196	CCCCO Strong Workforce 17-18 60% C/O	State	256,634	111,895	645,552		1,014,082
31207	CAI Pre-Apprenticeship OJT Grant C/O	State		126,179			126,179
31209	CCC Mental Health Services Grant Prog C/O	State	55,324	72,906	115,134		243,364
31210	Cabrillo CCD Strong Workforce 17-18 40% C/O	State	329,137	317,010	366,080		1,012,227
31214	CCCCO Innovation in Higher Ed C/O	State	289,316	266,713	1,523,198	490,542	2,569,769
31215	AB 19 California College Promise C/O	State	101,933	233,208	249,359		584,500
31216	Student Equity and Achievement Program	State	821,361	1,158,836	1,258,910		3,239,106
31217	Nursing Program Support	State		189,039			189,039
31218	SMUHSD - ACCEL AEBG 18-19 C/O	State	157,808	129,799	161,090		448,698
31219	CCCCO 1819 Strong Workforce Local C/O	State	639,322	754,778	940,560		2,334,660
31220	Student Success Completion Grant	State	284,972	471,436	629,902		1,386,310
31221	CCCCO Financial Aid Technology 18-19 C/O	State	112,744	103,330	102,786		318,860
31222	CCCCO CA Apprenticeship Initiative C/O	State			686,406		686,406
31226	Veteran Res Center Grant Prog C/O	State			97,240		97,240
31228	UC Regents Puente Program CSM	State		1,500			1,500
31229	Cabrillo CCD Strong Workforce, RJV C/O	State			45,663		45,663
31230	SBDC-HSUSPF GO-Biz TAEP C/O	State		63,320			63,320
31231	Hunger Free Campus Support 2018-20 C/O	State	4,307	43,344	34,049		81,700
31232	Mental Health Support 2018-20 C/O	State	32,669	52,021			84,690
31233	Veteran Resource Center 1819 approp C/O	State	28,409	47,854	43,399		119,662
31234	Incarcerated Students Reentry Prog	State	113,636				113,636
31235	Student Equity and Achievement Program C/O	State	338,219	626,543	252,589		1,217,351
31236	Classified Prof Dev 18-19 C/O	State				108,368	108,368
31237	Umoja Program C/O	State		16,000			16,000
31238	RSCCD DSN Energy Constr & Util C/O	State		50,000			50,000
31239	WHCCD ZTC Degree Champion Grant C/O	State			2,000		2,000
31242	CCCCO Improving Online CTE Pathways	State	432,595		500,000		932,595
31243	RSCCD DSN Global Trade	State	200,000				200,000
31244	RSCCD DSN Health	State	200,000				200,000

31245	Veteran Resource Center 19-20	State	17,699	17,699	17,699	53,097
31246	California College Promise 19-20	State	207,675	663,147	624,777	1,495,599
32004	Public Bdcst-CSG-FM	Local		118,069		118,069
32017	Menlo Park Redevelopment	Local	323,000			323,000
32047	UC Regents Puente Program SKY	Local			1,500	1,500
32063	SMCOE - First 5 Early Childhood - EQuIP	Local	57,727			57,727
32081	SMCGS Grant - Canada Coll Library C/O	Local	3,424			3,424
32110	Public Bdcst-CSG-FM Restricted	Local		42,635		42,635
32119	County of San Mateo TA Shuttle Program C/O	Local			167,652	167,652
32123	Genentech Grant C/O	Local			116,291	116,291
32124	J M Littlefield Foundation C/O	Local			51,903	51,903
32130	County of San Mateo 4R's Grant	Local				24,300
32132	BAAQMD Climate Corps Fellows C/O	Local			184,375	184,375
32133	SAGA Foundation C/O	Local	46,894			46,894
32134	UWBA-SparkPoint CSM C/O	Local		5,183		5,183
32135	CFW Grant, CSM - Project Change C/O	Local		240,013		240,013
35023	KCSM FM	Local		1,800,000		1,800,000
35045	Financial Aid Admin Cost Allow	Local	12,000	15,000	20,000	47,000
35046	Peninsula Library System	Local				50,000
35062	Scholars Promise Program	Local			121,403	121,403
35063	Scholars Promise Program	Local	587,315			587,315
35064	Scholars Promise Program	Local		548,514		548,514
35066	Scholars Promise Program	Local				150,000
38187	Middle College HS	Local			900,000	900,000
38188	Middle College HS	Local	116,911			116,911
39001	Parking	Local				5,477,650
39030	Health Services	Local	247,043	320,000	315,000	882,043
Total 2019-2020 Final Budget			<u>11,729,223</u>	<u>12,937,210</u>	<u>14,464,485</u>	<u>46,253,978</u>

C/O - carry-over

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CAPITAL PROJECTS FUND (Fund 4)

The District's Capital Outlay Fund is used to account for construction and acquisition of major capital improvements. Included are the acquisition or construction of all major fixed assets. In addition, site improvements, buildings, and equipment purchased as part of a large facility project are included.

The General Obligation Bond Construction Fund, which is included as a sub-account of the Capital Projects Fund, has been established for the deposit of proceeds from the sale of general obligation bonds. The deposits are used to meet the costs of property acquisition, facilities planning, inspections, surveys, new construction, modernization, and new equipment.



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San Mateo County Community College District

Capital Projects Fund (Fund 4) - Total District

		2018-19 Revised Budget	2018-19 Actual	2019-20 Adoption Budget	
Revenue					
1	Federal Revenue	\$0	\$0	\$0	1
2	State Revenue	398,017	598,306	2,702,549	2
3	Local Revenue	266,350,883	267,680,326	2,233,166	3
4	Total Revenue	\$266,748,900	\$268,278,632	\$4,935,715	4
Expenses					
5	Certificated Salaries	\$1,103	\$1,103	\$1,500	5
6	Classified Salaries	5,748,897	3,499,965	3,562,405	6
7	Employee Benefits	2,188,146	1,506,968	1,603,082	7
8	Materials & Supplies	13,067,869	2,325,814	2,666,667	8
9	Operating Expenses	31,982,499	10,571,674	18,922,474	9
10	Capital Outlay	433,099,776	96,190,432	73,333,333	10
11	Total Expenses	\$486,088,291	\$114,095,957	\$100,089,461	11
Transfers & Other					
12	Transfers In	\$17,944,428	\$17,944,428	\$0	12
13	Other Sources	42,572,463	30,827,322	0	13
14	Transfers out	(1,392,628)	(1,392,628)	(368,003)	14
15	Contingency	0	0	0	15
16	Other Out Go	(3,288,336)	(61,317)	0	16
17	Total Transfers/Other	\$55,835,928	\$47,317,805	(\$368,003)	17
Fund Balance					
18	Net Change in Fund Balance	(\$163,503,463)	\$201,500,480	(\$95,521,749)	18
19	Beginning Balance, July 1	162,978,031	162,978,031	364,478,511	19
20	Adjustments to Beginning Balance	0	0	0	20
21	Net Fund Balance, June 30	(\$525,432)	\$364,478,511	\$268,956,762	21

Includes combined total of Central Services, District Office, Cañada College, College of San Mateo, and Skyline College.

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**2018-2019 Capital Projects Financial Summary
Budget Expenditures as of June 30, 2019**

LOCATION	PROJECT NAME	FUND NUMBER	2018-19 BUDGET	EXPENDITURE YTD *	ENCUMBRANCE	AVAILABLE BALANCE *
CANADA	CAN Vista Housing Repairs	40301	9,391,843.74	5,729,703.62	8,314,889.66	(4,652,749.54)
CAÑADA	CAN B9 Exterior Envelope Repairs	40302	10,511,295.25	6,553,429.06	3,910,315.84	47,550.35
CAÑADA	CAN Housing Maintenance Reserve	40303	1,674,553.84	1,263,757.84	1,250.00	409,546.00
CAÑADA	CAN Housing Capital Reserve	40305	0.00	(5,149,201.41)	0.00	5,149,201.41
CAÑADA	CAN FY1617 SMSR Projects	43341	407,000.50	407,000.50	0.00	0.00
CAÑADA	CAN Instructional Equipment	43383	2,217,973.37	83,671.90	0.00	2,134,301.47
CAÑADA	CAN Solar Photovoltaic System	44345	412,933.45	20,857.40	0.00	392,076.05
CAÑADA	CAN Bldg 1 Kinesiology and Wellness	44347	24,300,000.00	0.00	21,018,259.16	3,281,740.84
CAÑADA	CAN Bldg 1 Kinesiology and Wellness	45309	67,219,709.70	9,586,605.32	30,469,677.61	27,163,426.77
CAÑADA	CAN B23N Math/Science/Tech	45310	49,548,121.28	40,795,393.49	2,191,261.67	6,561,466.12
CAÑADA	CAN Emergency Building Repairs	45311	669,551.63	109,449.74	17,764.00	542,337.89
CAÑADA	CAN Technology and Equipment	45312	632,010.34	369,722.01	6,128.69	256,159.64
CAÑADA	CAN Access Compliance Corrective Items	45313	33,164.29	0.00	0.00	33,164.29
CAÑADA	CAN Central Plant Upgrade	45315	134,041.70	126,111.70	7,930.00	0.00
CAÑADA	CAN Small Projects	45322	578,803.01	(56,444.00)	59,451.00	575,796.01
CSM	CSM Housing Maintenance Reserve	40403	1,852,644.86	1,373,900.86	1,250.00	477,494.00
CSM	CSM Housing Capital Reserve	40405	0.00	(5,268,817.20)	0.00	5,268,817.20
CSM	CSM Equipment Recycling	42404	34,897.50	34,897.50	0.00	0.00
CSM	CSM Instructional Equipment	43483	2,247,566.18	269,415.19	41,224.13	1,936,926.86
CSM	CSM FY1617 SMSR Projects	43489	976,555.34	976,555.34	0.00	0.00
CSM	CSM FY1819 SMSR Projects	43490	796,034.00	504,860.26	291,173.74	0.00
CSM	Ergonomic office furniture (completion)	44435	3,319.44	3,044.24	275.20	0.00
CSM	Haz. Mat. clean-up/disposal	44438	8,962.24	8,962.24	0.00	0.00
CSM	CSM Claims Contingency	44457	1,180,356.02	5,002.50	67,951.14	1,107,402.38
CSM	CSM B10 Bayview Furniture Refresh	44460	0.00	(208,138.00)	0.00	208,138.00
CSM	CSM Bldg 3 Modernization	45407	1,942,953.19	255,534.56	125,318.91	1,562,099.72
CSM	CSM B17 Student Life/Learning Comm	45408	11,031,223.63	7,836,126.01	1,795,116.80	1,399,980.82
CSM	CSM B19 Center for Emerging Tech.	45409	2,705,176.34	0.00	0.00	2,705,176.34
CSM	CSM Emergency Building Repairs	45411	388,743.25	351,790.95	4,532.40	32,419.90
CSM	CSM Technology and Equipment	45412	94,139.27	94,139.27	0.00	0.00
CSM	CSM Edison Lot	45414	4,819,476.17	106,249.57	259,829.00	4,453,397.60
CSM	CSM Water Supply System Upgrade	45415	70,591.68	3,550.00	3,800.00	63,241.68
CSM	CSM Asphalt Repairs Project	45416	(67,738.00)	(67,738.00)	0.00	0.00
CSM	CSM Corp Yard	45417	2,000,000.00	5,450.00	0.00	1,994,550.00
CSM	CSM Small Projects	45422	1,108,988.05	408,344.43	137,623.64	563,019.98
DISTRICTWIDE	General Capital Projects	40000	17,459,856.63	15,250,866.20	0.00	2,208,990.43
DISTRICTWIDE	College Contingency	40001	32,677,534.71	(28,681,004.85)	0.00	61,358,539.56
DISTRICTWIDE	College Housing Project	40003	0.00	7,191,000.00	0.00	(7,191,000.00)
DISTRICTWIDE	College One Time Fd Reserve	40006	4,730,282.98	(1,000,000.00)	0.00	5,730,282.98
DISTRICTWIDE	Aux Services Use Fee	40007	141,831.99	130,539.99	0.00	11,292.00
DISTRICTWIDE	DW Construction Planning Internal Svc Fund	40009	25,062.47	18,561.77	0.00	6,500.70
DISTRICTWIDE	State Capital Project Match	40010	10,446,018.03	0.00	0.00	10,446,018.03
DISTRICTWIDE	DW Interior LED Lighting Retrofit	41106	1,198,818.50	1,198,818.50	0.00	0.00
DISTRICTWIDE	DO Parking Lot Retaining Wall	42005	447,900.00	0.00	0.00	447,900.00
DISTRICTWIDE	DO Rm 303 Furniture Upgrade	42006	5,458.33	0.00	0.00	5,458.33
DISTRICTWIDE	DW Athletic Fields Replacement	42103	732,835.73	22,072.25	0.00	710,763.48
DISTRICTWIDE	Redevelopment Program	43001	3,017,793.04	400,000.00	0.00	2,617,793.04
DISTRICTWIDE	Physical Plant Instructional Support FY1718	43004	1,017,038.00	867,450.31	144,598.47	4,989.22
DISTRICTWIDE	Property Management	44001	2.53	0.00	0.00	2.53
DISTRICTWIDE	PE Vans Purchase	44003	326,100.10	22,285.19	0.00	303,814.91
DISTRICTWIDE	District Facilities Projects	44102	2,352,357.91	409,912.39	9,129.48	1,933,316.04
DISTRICTWIDE	District Funded FCI Contingency	44103	5,224,618.78	224,619.00	0.00	4,999,999.78
DISTRICTWIDE	District Facility Improvements	44106	17,000.00	17,000.00	0.00	0.00
DISTRICTWIDE	Energy Efficiency Projects Fund	44108	3,469,008.74	16,529.59	0.00	3,452,479.15
DISTRICTWIDE	DW L-T Support/Service/Maintenance	44111	32,987.23	15,918.30	0.00	17,068.93
DISTRICTWIDE	District Staff Relocation/Expansion	44112	100,092.19	100,092.19	0.00	0.00
DISTRICTWIDE	HMB Idle Well Termination	44113	150,000.00	0.00	0.00	150,000.00
DISTRICTWIDE	DW Irrigation Efficiency	44114	200,000.00	162,478.74	0.00	37,521.26
DISTRICTWIDE	DW CIP3 Master	45000	1,903,551.99	0.00	0.00	1,903,551.99
DISTRICTWIDE	DW CIP3 Planning	45001	118,129,411.65	1,930,409.48	577,414.75	115,621,587.42
DISTRICTWIDE	DW Network Core Switch upgrade	45002	107,212.18	34,284.08	7,125.00	65,803.10
DISTRICTWIDE	DW UPS Device(MDF/IDF) Replacement	45003	257,995.54	66,329.76	0.00	191,665.78
DISTRICTWIDE	DW Symetra UPS Device(MPOE) Replace	45004	29,710.95	235.52	0.00	29,475.43
DISTRICTWIDE	DW Network Firewall Switch Replacmt	45005	636,175.68	114,409.82	11,980.21	509,785.65
DISTRICTWIDE	DW Telephone System Replacement	45006	874,517.28	32,066.76	0.00	842,450.52
DISTRICTWIDE	DW Wireless Access Point(WAP) Repl	45007	178,265.51	0.00	0.00	178,265.51
DISTRICTWIDE	DW Network Switch Upgrade (10 GB)	45008	346,846.70	154,464.23	4,300.00	188,082.47
DISTRICTWIDE	DW Server Replacement	45009	1,746,619.33	356,938.59	0.00	1,389,680.74

* NOTE: All negative budget and expenditures reflect prior year corrections. Budgets for projects with negative balances will be revised in the next quarter.

**2018-2019 Capital Projects Financial Summary
Budget Expenditures as of June 30, 2019**

LOCATION	PROJECT NAME	FUND NUMBER	2018-19 BUDGET	EXPENDITURE YTD *	ENCUMBRANCE	AVAILABLE BALANCE *
DISTRICTWIDE	DW Fire Alarm Panels Upgrade	45010	2,105,693.05	1,550,939.61	159,231.06	395,522.38
DISTRICTWIDE	DW Classroom Security Hardware	45011	636,492.50	482,954.32	49,502.86	104,035.32
DISTRICTWIDE	DW Signage Upgrades	45013	14,486.42	3,205.19	0.00	11,281.23
DISTRICTWIDE	DW EAS Speaker Coverage Expansion	45014	810,000.00	455,897.85	1,385.00	352,717.15
DISTRICTWIDE	DW Video Server Upgrade	45015	344,921.45	301,598.81	0.00	43,322.64
DISTRICTWIDE	DW Video Camera Replacement	45016	715,000.00	3,173.67	15,308.07	696,518.26
DISTRICTWIDE	DW Classroom Projection Screen Repl	45017	70,000.00	17,967.42	0.00	52,032.58
DISTRICTWIDE	DW Batting Cage Upgrade	45018	500,000.00	17,100.00	0.00	482,900.00
DISTRICTWIDE	DW Technology Replacement	45019	1,326,673.13	366,997.09	5,307.97	954,368.07
DISTRICTWIDE	DW Interior LED Lighting Retrofit	45021	577,151.00	154,359.46	0.00	422,791.54
DISTRICTWIDE	Facilities Excellence (Foundation)	46112	12,549.28	12,549.28	0.00	0.00
DISTRICTWIDE	IVES ITS Project	46113	5.53	5.53	0.00	0.00
SKYLINE	SKY Bldg 6 Servery	42206	386,821.27	117,380.00	0.00	269,441.27
SKYLINE	SKY Housing	42210	15,188,980.79	2,248,429.61	213,809.12	12,726,742.06
SKYLINE	SKY Small Projects	42211	53,928.17	(417,200.66)	8,230.95	462,897.88
SKYLINE	SKY Yr16-17 SMSR Projects	43246	69,008.28	69,008.28	0.00	0.00
SKYLINE	SKY Instructional Equipment	43283	770,118.69	40,437.51	0.00	729,681.18
SKYLINE	Sky B1 Social Science/Creative Arts	44243	16,000,000.00	16,000,000.00	0.00	0.00
SKYLINE	SKY B6 Fireside Project	44244	0.00	(100,000.00)	0.00	100,000.00
SKYLINE	SKY Bldg 1 Social Science/Creative Arts	45204	2,174,199.11	1,983,349.61	0.00	190,849.50
SKYLINE	SKY Bldg 12 Environmental Science	45205	30,226,842.48	19,931,168.32	6,739,022.59	3,556,651.57
SKYLINE	SKY Lot L Expansion	45208	58,303.56	117.78	0.51	58,185.27
SKYLINE	SKY Bldg 19 and North Campus Improvements	45209	2,213,353.17	1,324,979.06	13,750.00	874,624.11
SKYLINE	SKY B14 Loma Chica/CDC Renovations	45210	2,542,904.35	2,016,042.77	9,605.00	517,256.58
SKYLINE	SKY Emergency Building Repairs	45211	768,295.18	317,780.51	116,918.01	333,596.66
SKYLINE	SKY Technology and Equipment	45212	737,583.30	571,529.15	46,581.76	119,472.39
SKYLINE	SKY Accessible Path of Travel	45213	1,482,782.00	1,185,834.62	270,832.14	26,115.24
SKYLINE	SKY Bldg 5 CTTL Modification	45215	438,072.00	337,603.74	1,230.00	99,238.26
SKYLINE	SKY B7 STEM Center	45216	1,280,610.00	326,950.16	756,320.00	197,339.84
SKYLINE	SKY Promise Schlr WKFC Career Relo	45217	500,000.00	430,181.55	53,483.09	16,335.36
SKYLINE	SKY B3 South Wall Waterproofing	45218	300,000.00	52,463.60	37,252.00	210,284.40
SKYLINE	SKY B3 Portable Replacement	45219	1,000,000.00	0.00	0.00	1,000,000.00
SKYLINE	SKY Small Projects	45222	756,972.85	157,633.36	129,669.38	469,670.11
	TOTAL		490,969,543.52	115,549,901.90	78,107,010.01	297,312,631.61

* NOTE: All negative budget and expenditures reflect prior year corrections. Budgets for projects with negative balances will be revised in the next quarter.



ENTERPRISE FUND (Fund 5) Auxiliary Fund

The Enterprise funds account for operations that the Board requires to be self-supporting. These funds are maintained independently of other District funds to facilitate the entrepreneurial nature of the activities involved and also provide the necessary flexibility to report the retail and operational requirements of these self-supporting services.

The Bookstore Fund is used to account for revenues received and expenses made to operate the District's bookstores. The Cafeteria Fund is used to account for revenues received and expenses related to contracted food service and vending operations of the District. The San Mateo Athletic Club (SMAC) accounts for revenues received and expenses related to the operations of the athletic club and aquatic center. The Community, Continuing, and Corporate Education (CCCE) is used to increase and meet educational opportunities and needs in San Mateo County.



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San Mateo County Community College District
Enterprise Fund (Fund 5)
Community, Continuing, and Corporate Education

	2018-19 Revised Budget	2018-19 Actual	2019-20 Adoption Budget		
Income					
1	Federal Income	\$0	\$0	\$0	1
2	State Income	0	0	0	2
3	Local Income	1,600,000	1,230,447	1,650,000	3
4	Total Income	\$1,600,000	\$1,230,447	\$1,650,000	4
Expenses					
5	Certificated Salaries	\$0	\$0	\$0	5
6	Classified Salaries	620,000	590,907	652,350	6
7	Employee Benefits	238,000	209,204	308,228	7
8	Materials & Supplies	44,000	69,326	68,000	8
9	Operating Expenses	730,000	640,654	610,000	9
10	Capital Outlay	0	0	0	10
11	Total Expenses	\$1,632,000	\$1,510,091	\$1,638,578	11
Transfers & Other					
12	Transfers In	\$0	\$0	\$0	12
13	Other Sources	0	279,667	0	13
14	Transfers out	0	0	0	14
15	Contingency	0	0	0	15
16	Other Out Go	0	0	0	16
17	Total Transfers/Other	\$0	\$279,667	\$0	17
Fund Balance					
18	Net Change in Fund Balance	(\$32,000)	\$23	\$11,422	18
19	Beginning Balance, July 1	109,612	109,612	109,635	19
20	Adjustments to Beginning Balance	0	0	0	20
21	Net Fund Balance, June 30	\$77,612	\$109,635	\$121,057	21

**San Mateo County Community College District
Enterprise Fund (Fund 5)
Bookstore**

	2018-19 Revised Budget	2018-19 Actual	2019-20 Adoption Budget	
Income				
1	\$0	\$0	\$0	1
2	0	0	0	2
3	7,000,000	6,622,191	7,000,000	3
4	\$7,000,000	\$6,622,191	\$7,000,000	4
Expenses				
5	\$3,500,000	\$3,731,887	\$4,000,000	5
6	0	0	0	6
7	1,960,000	1,923,200	1,988,439	7
8	640,000	679,124	728,242	8
9	15,000	29,318	15,000	9
10	900,000	718,601	600,000	10
11	0	0	0	11
12	\$7,015,000	\$7,082,130	\$7,331,681	12
Transfers & Other				
13	\$0	\$0	\$0	13
14	0	0	0	14
15	0	0	0	15
16	0	0	0	16
17	0	(105,367)	0	17
18	\$0	(\$105,367)	\$0	18
Fund Balance				
19	(\$15,000)	(\$565,306)	(\$331,681)	19
20	7,326,074	7,326,074	6,760,768	20
21	0	0	0	21
22	\$7,311,074	\$6,760,768	\$6,429,087	22

**San Mateo County Community College District
Enterprise Fund (Fund 5)
Cafeteria**

	2018-19 Revised Budget	2018-19 Actual	2019-20 Adoption Budget	
Income				
1 Federal Income	\$0	\$0	\$0	1
2 State Income	0	0	0	2
3 Local Income	350,000	333,366	350,000	3
4 Total Income	\$350,000	\$333,366	\$350,000	4
Expenses				
5 Certificated Salaries	\$0	\$0	\$0	5
6 Classified Salaries	78,000	82,831	87,036	6
7 Employee Benefits	16,000	18,934	28,552	7
8 Materials & Supplies	40,000	0	0	8
9 Operating Expenses	130,000	152,776	130,000	9
10 Capital Outlay	0	0	0	10
11 Total Expenses	\$264,000	\$254,541	\$245,588	11
Transfers & Other				
12 Transfers In	\$0	\$0	\$0	12
13 Other Sources	0	0	0	13
14 Transfers out	0	0	0	14
15 Contingency	0	0	0	15
16 Other Out Go	0	0	0	16
17 Total Transfers/Other	\$0	\$0	\$0	17
Fund Balance				
18 Net Change in Fund Balance	\$86,000	\$78,825	\$104,412	18
19 Beginning Balance, July 1	697,104	697,104	775,929	19
20 Adjustments to Beginning Balance	0	0	0	20
21 Net Fund Balance, June 30	\$783,104	\$775,929	\$880,341	21

San Mateo County Community College District
Enterprise Fund (Fund 5)
San Mateo Athletic Club / CSM Fitness Center

	2018-19 Revised Budget	2018-19 Actual	2019-20 Adoption Budget		
Revenue					
1	Federal Revenue	\$0	\$0	\$0	1
2	State Revenue	0	0	0	2
3	Local Revenue	5,300,000	5,664,166	5,982,835	3
4	Total Revenue	\$5,300,000	\$5,664,166	\$5,982,835	4
Expenses					
5	Cost of Goods Sold	\$0	\$0	\$0	5
6	Salaries	320,000	374,328	373,299	6
7	Employee Benefits	110,000	144,398	156,846	7
8	Materials & Supplies	0	0	0	8
9	Operating Expenses*	3,900,000	4,458,256	4,596,061	9
10	Capital Outlay	0	0	0	10
11	Total Expenses	\$4,330,000	\$4,976,982	\$5,126,206	11
Transfers & Other					
12	Transfers In	\$0	\$0	\$0	12
13	Other Sources	200,000	357,889	218,000	13
14	Transfers out	0	0	0	14
15	Contingency	0	0	0	15
16	Other Out Go	(600,000)	(808,806)	(500,000)	16
17	Total Transfers/Other	(\$400,000)	(\$450,917)	(\$282,000)	17
Fund Balance					
18	Net Change in Fund Balance	\$570,000	\$236,267	\$574,629	18
19	Beginning Balance, July 1	3,651,344	3,651,344	3,887,611	19
20	Adjustments to Beginning Balance	0	0	0	20
21	Net Fund Balance, June 30	\$4,221,344	\$3,887,611	\$4,462,240	21

*Operating expenses consists of salaries and benefits paid by EXOS



SPECIAL REVENUE FUND (Fund 6)

This fund is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

Special Revenue Funds encompass activities not directly related to the educational program of the College but that provide a service to students—and which may provide non-classroom instructional or laboratory experience for students and incidentally produce revenue and non-instructional expense.

The District maintains one such fund, the Child Development Fund, which is used to account for the activities of the child development centers at the Colleges.



San Mateo County Community College District
2019-20 Budget
Child Development Fund (Fund 60) - Total District

	Skyline	CSM	2019-20 Adoption Budget		
Revenue					
1	Federal Revenue	\$30,500	\$18,500	\$49,000	1
2	State Revenue	149,900	95,575	245,475	2
3	Local Revenue	191,000	376,000	567,000	3
4	Total Revenue	\$371,400	\$490,075	\$861,475	4
Expenses					
5	Certificated Salaries	\$123,948	\$102,895	\$226,843	5
6	Classified Salaries	334,483	326,625	661,108	6
7	Employee Benefits	212,198	212,636	424,834	7
8	Materials & Supplies	48,000	45,996	93,996	8
9	Operating Expenses	21,540	600	22,140	9
10	Capital Outlay	0	0	0	10
11	Total Expenses	\$740,169	\$688,753	\$1,428,922	11
Transfers & Other					
12	Transfers In	\$368,769	\$198,678	\$567,447	12
13	Other Sources	0	0	0	13
14	Transfers out	0	0	0	14
15	Contingency	0	0	0	15
16	Other Out Go	0	0	0	16
17	Total Transfers/Other	\$368,769	\$198,678	\$567,447	17
Fund Balance					
18	Net Change in Fund Balance	\$0	\$0	\$0	18
19	Beginning Balance, July 1	0	0	0	19
20	Adjustments to Beginning Balance	0	0	0	20
21	Net Fund Balance, June 30	\$0	\$0	\$0	21

San Mateo County Community College District
Child Development Fund (Fund 60) - Total District

	2018-19 Revised Budget	2018-19 Actual	2019-20 Adoption Budget		
Revenue					
1	Federal Revenue	\$45,104	\$45,104	\$49,000	1
2	State Revenue	258,144	309,983	245,475	2
3	Local Revenue	553,980	553,980	567,000	3
4	Total Revenue	\$857,227	\$909,066	\$861,475	4
Expenses					
5	Certificated Salaries	\$213,956	\$213,956	\$226,843	5
6	Classified Salaries	712,419	712,419	661,108	6
7	Employee Benefits	398,738	450,577	424,834	7
8	Materials & Supplies	97,566	97,566	93,996	8
9	Operating Expenses	2,475	2,475	22,140	9
10	Capital Outlay	0	0	0	10
11	Total Expenses	\$1,425,154	\$1,476,993	\$1,428,922	11
Transfers & Other					
12	Transfers In	\$567,927	\$567,927	\$567,447	12
13	Other Sources	0	0	0	13
14	Transfers out	0	0	0	14
15	Contingency	0	0	0	15
16	Other Out Go	0	0	0	16
17	Total Transfers/Other	\$567,927	\$567,927	\$567,447	17
Fund Balance					
18	Net Change in Fund Balance	\$0	\$0	\$0	18
19	Beginning Balance, July 1	0	0	0	19
20	Adjustments to Beginning Balance	0	0	0	20
21	Net Fund Balance, June 30	\$0	\$0	\$0	21

Includes combined total of College of San Mateo and Skyline College.

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EXPENDABLE TRUST FUND (Fund 7)

Student Financial Aid

Funds of this type account for assets held by the District as trustee. Funds in this category include financial aid such as Federal Student Aid PELL/SEOG, Cal Grants, and EOPS Direct Aid to Students.



San Mateo County Community College District
2019-20 Budget
Student Aid Fund (Fund 7) - Total District

	Cañada	CSM	Skyline	2019-20 Adoption Budget		
Revenue						
1	Federal Revenue	\$3,074,319	\$4,336,002	\$6,111,676	\$13,521,997	1
2	State Revenue	225,000	390,000	475,000	1,090,000	2
3	Local Revenue	250,000	485,000	305,000	1,040,000	3
4	Total Revenue	\$3,549,319	\$5,211,002	\$6,891,676	\$15,651,997	4
Expenses						
5	Certificated Salaries	\$0	\$0	\$0	\$0	5
6	Classified Salaries	0	0	0	0	6
7	Employee Benefits	0	0	0	0	7
8	Materials & Supplies	0	0	0	0	8
9	Operating Expenses	0	0	0	0	9
10	Capital Outlay	0	0	0	0	10
11	Total Expenses	\$0	\$0	\$0	\$0	11
Transfers & Other						
12	Transfers In	\$0	\$0	\$0	\$0	12
13	Other Sources	0	0	0	0	13
14	Transfers out	0	0	0	0	14
15	Contingency	0	0	0	0	15
16	Other Out Go	(3,549,319)	(5,211,002)	(6,891,676)	(15,651,997)	16
17	Total Transfers/Other	(\$3,549,319)	(\$5,211,002)	(\$6,891,676)	(\$15,651,997)	17
Fund Balance						
18	Net Change in Fund Balance	\$0	\$0	\$0	\$0	18
19	Beginning Balance, July 1	0	0	0	81,380	19
20	Adjustments to Beginning Balance	0	0	0	0	20
21	Net Fund Balance, June 30	\$0	\$0	\$0	\$81,380	21

San Mateo County Community College District

Student Aid Fund (Fund 7) - Total District

	2018-19 Revised Budget	2018-19 Actual	2019-20 Adoption Budget	
Revenue				
1 Federal Revenue	\$15,477,489	\$13,428,190	\$13,521,997	1
2 State Revenue	1,260,000	1,075,383	1,090,000	2
3 Local Revenue	1,133,917	1,029,818	1,040,000	3
4 Total Revenue	\$17,871,406	\$15,533,390	\$15,651,997	4
Expenses				
5 Certificated Salaries	\$0	\$0	\$0	5
6 Classified Salaries	0	0	0	6
7 Employee Benefits	0	0	0	7
8 Materials & Supplies	0	0	0	8
9 Operating Expenses	0	0	0	9
10 Capital Outlay	0	0	0	10
11 Total Expenses	\$0	\$0	\$0	11
Transfers & Other				
12 Transfers In	\$1,924,449	\$1,924,449	\$0	12
13 Other Sources	0	0	0	13
14 Transfers out	(19,776)	(19,776)	0	14
15 Contingency	0	0	0	15
16 Other Out Go	(19,776,080)	(17,438,064)	(15,651,997)	16
17 Total Transfers/Other	(\$17,871,406)	(\$15,533,390)	(\$15,651,997)	17
Fund Balance				
18 Net Change in Fund Balance	\$0	\$0	\$0	18
19 Beginning Balance, July 1	81,380	81,380	81,380	19
Adjustments to Beginning				
20 Balance	0	0	0	20
21 Net Fund Balance, June 30	\$81,380	\$81,380	\$81,380	21

Includes combined total of Cañada College, College of San Mateo, and Skyline College.

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RESERVE FUND FOR POST-RETIREMENT BENEFITS AND EMPLOYEE HOUSING LOAN (Fund 8) Expendable Trust

Also an Expendable Trust, the Reserve for Post- Retirement Benefits was established to reflect the District's liability that has already been incurred and continues to incur as employees earn the right to health benefits upon retirement.

This Fund has been generated by transfers made from the Unrestricted General Fund. Effective July 2009, these transfers come from all funds and are now charged as part of the benefit expense in those funds. The goal is to eventually have enough funds in this reserve to pay the ongoing costs of retiree benefits.

Fund 8 also accounts for the District Employee Housing Loan Program for first-time homebuyers that supplement the employees' down payment savings up to \$150,000 and a closing cost grant for \$1,000.



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San Mateo County Community College District

Reserve Fund for Post Retirement Benefits / Housing Loan (Fund 8) - Central Services

	2018-19 Revised Budget	2018-19 Actual	2019-20 Adoption Budget	
Revenue				
1 Federal Revenue	\$0	\$0	\$0	1
2 State Revenue	0	0	0	2
3 Local Revenue	3,800	329,753	120,000	3
4 Total Revenue	\$3,800	\$329,753	\$120,000	4
Expenses				
5 Certificated Salaries	\$0	\$0	\$0	5
6 Classified Salaries	0	0	0	6
7 Employee Benefits	3,337,793	3,337,793	3,300,000	7
8 Materials & Supplies	0	0	0	8
9 Operating Expenses	11,270	14,680	16,000	9
10 Capital Outlay	0	0	0	10
11 Total Expenses	\$3,349,063	\$3,352,473	\$3,316,000	11
Transfers & Other				
12 Transfers In	\$270	\$3,000,270	\$0	12
13 Other Sources	4,790,142	5,944,185	5,111,793	13
14 Transfers out	0	0	0	14
15 Contingency	0	0	0	15
16 Other Out Go	(2,600,000)	(2,600,000)	(3,600,000)	16
17 Total Transfers/Other	\$2,190,412	\$6,344,455	\$1,511,793	17
Fund Balance				
18 Net Change in Fund Balance	(\$1,154,851)	\$3,321,735	(\$1,684,207)	18
19 Beginning Balance, July 1	10,274,887	10,274,887	13,596,622	19
20 Adjustments to Beginning Balance	0	0	0	20
21 Net Fund Balance, June 30	\$9,120,036	\$13,596,622	\$11,912,415	21

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SUPPLEMENTAL INFORMATION

Resource Allocation Model

Full Absorption Budget

FTE Analysis

Cash Flow Summary

Debt Service Payment Schedule

County Treasurer Report of Interest Rates



FY19-20 RESOURCE ALLOCATION - FUND 1

Step One: Base Allocation and FTES Allocation

Prior Year Allocations:

	Skyline	Canada	CSM	DO	Facilities	Central Service	Total
	\$44,804,889	\$27,676,351	\$44,730,328	\$18,905,539	\$14,082,329	\$33,399,787	\$183,599,223
	38.23%	23.61%	38.16%				

Prior Year TOTAL FTES:

14-15 FTES	7,911	4,097	6,907				18,915
15-16 FTES	7,649	4,051	6,909				18,609
16-17 FTES	7,294	3,959	6,890				18,143
17-18 FTES	7,119	3,662	6,819				17,599
18-19 FTES	6,881	3,564	6,551				16,996
Five Year Avg.	7,371	3,867	6,815				18,053
% of Total FTES	40.83%	21.42%	37.75%				

Adjustment to PY Allocation:

	\$0.00	\$0.00	\$0.00				
--	--------	--------	--------	--	--	--	--

Step Two: Central Services Anticipated Expense Net Increase/Decrease

	Skyline	Canada	CSM	DO	Facilities	Central Services	Total
						\$2,273,484	\$2,273,484

Step Three: Allocate Square Footage

\$4.22

	Skyline	Canada	CSM	DO	Facilities	Central Service	Total
					\$258,738		\$258,738

Step Four: Allocate Growth Based Upon Increase/Decrease in FTES Average vs. Goals

	Skyline	Canada	CSM	DO	Facilities	Central Service	Total
19-20 FTES Goals	6,653	3,446	6,225				16,324
"New" Five Year Average	7,119	3,736	6,679				17,534
Difference	(252)	(130)	(136)				(518)
FTES Growth Allocation	\$0	\$0	\$0				\$0
International Students	\$7,447	-\$48,952	-\$29,046				-\$70,551
Sub Total	\$7,447	-\$48,952	-\$29,046				-\$70,551

Step Five: Allocate 20% of College Growth Allocation to DO

	Skyline	Canada	CSM	DO	Facilities	Central Service	Total
FTES Growth Allocation				\$0			\$0
International Students				-\$17,638			-\$17,638
Total				-\$17,638			-\$17,638

Step Six: Allocate Any Special Amounts Agreed Upon

	Skyline	Canada	CSM	DO	Facilities	Central Service	Total
COLA	\$305,391	\$269,033	\$324,686	\$497,815	\$69,488		\$1,466,412
Step & LSI	\$639,270	\$403,830	\$516,183	\$267,621	\$199,267		\$2,026,172
CPI	\$111,474	\$37,867	\$183,476	\$111,928	\$113,051		\$557,796
Other	\$465,936	\$280,717	\$496,642		\$782,263		\$2,025,558
Innovation Fund						\$0	\$0
Total	\$1,522,071	\$991,448	\$1,520,987	\$877,366	\$1,164,068	\$0	\$6,075,937

Step Seven: Allocate Any Remaining Available Funds (+/-)

Prior Year Allocation	\$183,599,223	
Property Tax Growth	\$11,278,400	
Other Revenue	\$5,200,450	
FY19-20 Revenue	\$200,078,073	(excludes Proposition 30/55)

Increase/Decrease from PY Allocation	\$16,478,850
Reserve	\$0
	<u>\$16,478,850</u>

Less Allocations:

Step One	\$0
Step Two	\$2,273,484
Step Three	\$258,738
Step Four	-\$70,551
Step Five	-\$17,638
Step Six	\$6,075,937
	<u>\$8,519,971</u>

Available for Allocation **\$7,958,880**

	Skyline	Canada	CSM	DO	Facilities	Central Service	Total
PY Site Allocations	\$44,804,889	\$27,676,351	\$44,730,328	\$18,905,539	\$14,082,329		\$150,199,436
% of Total	29.83%	18.43%	29.78%	12.59%	9.38%		100.00%
ADJUSTMENT PER STEP SEVEN:	<u>\$2,374,155</u>	<u>\$1,466,535</u>	<u>\$2,370,204</u>	<u>\$1,001,781</u>	<u>\$746,205</u>		<u>\$7,958,880</u>

Step Eight: FINAL ALLOCATION

	Skyline	Canada	CSM	DO	Facilities	Central Service	Total
PY Site Allocation	\$44,804,889	\$27,676,351	\$44,730,328	\$18,905,539	\$14,082,329	\$33,399,787	\$183,599,223
Step One	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Step Two	\$0	\$0	\$0	\$0	\$0	\$2,273,484	\$2,273,484
Step Three	\$0	\$0	\$0	\$0	\$258,738	\$0	\$258,738
Step Four	\$7,447	-\$48,952	-\$29,046	\$0	\$0	\$0	-\$70,551
Step Five	\$0	\$0	\$0	-\$17,638	\$0	\$0	-\$17,638
Step Six	\$1,522,071	\$991,448	\$1,520,987	\$877,366	\$1,164,068	\$0	\$6,075,937
Step Seven	\$2,374,155	\$1,466,535	\$2,370,204	\$1,001,781	\$746,205	\$0	\$7,958,880
Total Increase/Decrease	\$3,903,673	\$2,409,031	\$3,862,144	\$1,861,509	\$2,169,011	\$2,273,484	\$16,478,850
Subtotal	<u>\$48,708,562</u>	<u>\$30,085,382</u>	<u>\$48,592,472</u>	<u>\$20,767,048</u>	<u>\$16,251,340</u>	<u>\$35,673,271</u>	<u>\$200,078,073</u>
Proposition 30/55 Allocation	\$436,340	\$269,531	\$435,614	\$184,115	\$137,143	\$0	\$1,462,741
FY19-20 Site Allocation	<u>\$49,144,902</u>	<u>\$30,354,912</u>	<u>\$49,028,086</u>	<u>\$20,951,162</u>	<u>\$16,388,483</u>	<u>\$35,673,271</u>	<u>\$201,540,815</u>

Full Absorption Budget for 19/20 Fund 1

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total
19/20 Site Allocations	\$ 49,144,902	\$ 30,354,912	\$ 49,028,086	\$ 20,951,162	\$ 16,388,483	\$ 35,673,272	\$ 201,540,817
Central Services	\$ 10,971,770	\$ 7,313,916	\$ 12,446,275	\$ 2,729,031	\$ 2,212,281	\$ (35,673,272)	\$ -
Subtotal	\$ 60,116,672	\$ 37,668,828	\$ 61,474,361	\$ 23,680,193	\$ 18,600,764	\$ -	\$ 201,540,817
Facilities Allocation	\$ 6,239,456	\$ 4,172,363	\$ 7,911,237	\$ 277,707	\$ (18,600,764)		\$ -
Subtotal	\$ 66,356,128	\$ 41,841,190	\$ 69,385,599	\$ 23,957,900	\$ -	\$ -	\$ 201,540,817
District Office	\$ 8,069,792	\$ 5,867,183	\$ 9,806,966	\$ (23,743,941)			\$ -
Total	\$ 74,425,920	\$ 47,708,374	\$ 79,192,565	\$ 213,959	\$ -	\$ -	\$ 201,540,817
% of Total funding	37%	24%	39%				
FTES Goal for 19/20	6,653	3,446	6,225				16,324
% of Total FTES	41%	21%	38%				
\$ per FTES	\$ 11,187	\$ 13,845	\$ 12,722				\$ 12,346
\$ before absorption	\$ 7,387	\$ 8,809	\$ 7,876				
% of base amt/total	66%	64%	62%				

Detail of Allocations

Central Services:

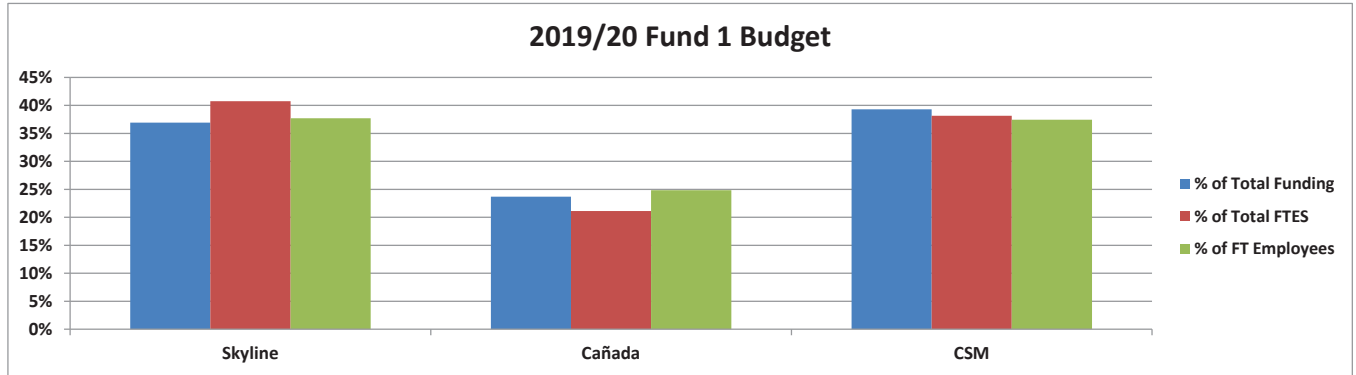
Utilities	34%	22%	43%	1%			
Square footage	560,098	374,541	710,169	24,929			1,669,737
	\$ 1,689,359	\$ 1,129,685	\$ 2,142,000	\$ 75,190		\$ (5,036,234)	\$ -
Retiree/other benefits	27%	18%	27%	12%	15%		
Number of FT employees	296	195	294	131	161		1,077
	\$ 1,198,974	\$ 789,865	\$ 1,190,873	\$ 530,627	\$ 652,145	\$ (4,362,483)	
Insurance							
Based upon square footage	\$ 609,733	\$ 407,732	\$ 773,103	\$ 27,138		\$ (1,817,706)	
Managed hiring				\$ 200,000		\$ (200,000)	
Salary commitments							
Based upon # of Faculty & Classified	266	167	268				701
	\$ 2,163,191	\$ 1,358,094	\$ 2,179,456	\$ -	\$ -	\$ (5,700,740)	
Staff development							
Based upon # of FT Employees	\$ 207,608	\$ 136,769	\$ 206,205	\$ 91,881	\$ 112,922	\$ (755,385)	
Districtwide Technology							
PCs	1,225	1,230	1,560	127			
Macs	150	172	541	8			
Total	1,375	1,402	2,101	135			
Percent of Computers	27%	28%	42%	3%			
	\$ 1,032,717	\$ 1,052,996	\$ 1,577,992	\$ 101,394		\$ (3,765,100)	
Consultant/Legal/Election							
Percent of Budget	30%	18%	30%	13%	10%		
	\$ 173,330	\$ 107,059	\$ 172,918	\$ 73,893	\$ 57,801	\$ (585,000)	
Formula Adjustment / Contracts							
Per Site	\$ 204,600	\$ 46,440	\$ 70,560	\$ 70,000	\$ 170,000	\$ (561,600)	
Apprenticeship							
Per college	\$ 8,880		\$ 458,482			\$ (467,362)	
Miscellaneous & Museum of Tolerance							
Per college	\$ 26,667	\$ 26,667	\$ 26,667	\$ -		\$ (80,000)	
Percent of Budget	\$ 3,656,712	\$ 2,258,610	\$ 3,648,020	\$ 1,558,908	\$ 1,219,413	\$ (12,341,662)	

District Office:

General Services							
Percent of Budget	\$ 311,000	\$ 192,093	\$ 310,261	\$ (813,353)			
Business / Administrative Services							
Percent of Budget	\$ 1,718,667	\$ 1,061,555	\$ 1,714,582	\$ (4,494,804)			
Information Technology							
PCs	1,225	1,230	1,560	127			
Macs	150	172	541	8			
Total	1,375	1,402	2,101	135			
Percent of Computers	27%	28%	42%	3%			
	\$ 2,179,219	\$ 2,222,011	\$ 3,329,847	\$ 213,960	\$ 7,945,038		
Human Resources							
Number of FT employees	\$ 865,415	\$ 570,121	\$ 859,568	\$ (2,295,104)			

Full Absorption Budget for 19/20 Fund 1

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total
International Education							
Number of Int'l FTES	265	117	600				982
	\$ 481,878	\$ 212,754	\$ 1,091,044	\$ (1,785,676)			
Chancellor's Office/Foundation/Board							
Number of FT employees	\$ 727,674	\$ 479,380	\$ 722,758	\$ (1,929,812)			
Educational Services							
Number of FT employees	\$ 446,790	\$ 294,338	\$ 443,771	\$ (1,184,898)			
Community & Government Relations							
Number of FT employees	\$ 189,469	\$ 124,819	\$ 188,189	\$ (502,478)			
Remaining Allocation							
Percent of Budget	\$ 1,149,679	\$ 710,113	\$ 1,146,946	\$ (3,006,738)			



San Mateo County Community College District
FTES Analysis

	Annual 2013-14	Annual 2014-15	Annual 2015-16	Annual 2016-17	Annual 2017-18	Annual 2018-19
College of San Mateo						
Resident						
Fall & Spring	5,942	5,574	5,429	5,187	5,016	4,842
Fall & Spring (N/C*)	3	4	3	3	3	2
Summer	786	757	718	654	649	639
Summer (N/C*)	1	1	0	0	0	0
Total, Resident	<u>6,732</u>	<u>6,336</u>	<u>6,150</u>	<u>5,845</u>	<u>5,667</u>	<u>5,484</u>
Apprenticeship	88	62	64	94	99	101
Flex-time	5	5	8	5	5	6
Non-Resident						
Fall & Spring	343	472	642	881	966	886
Fall & Spring (N/C*)	0	1	1	1	1	0
Summer	23	31	44	64	79	74
Summer (N/C*)	0	0	0	0	0	0
Total, Non-Resident	<u>366</u>	<u>504</u>	<u>687</u>	<u>947</u>	<u>1,046</u>	<u>960</u>
Total, College of San Mateo	7,191	6,907	6,909	6,891	6,818	6,551
Cañada College						
Resident						
Fall & Spring	3,593	3,419	3,333	3,203	2,933	2,836
Fall & Spring (N/C*)	23	24	16	0	0	0
Summer	463	488	450	460	456	439
Summer (N/C*)	8	9	8	4	0	0
Total, Resident	<u>4,087</u>	<u>3,940</u>	<u>3,807</u>	<u>3,668</u>	<u>3,390</u>	<u>3,276</u>
Apprenticeship	0	0	0	0	0	0
Flex-time	4	5	6	6	5	5
Non-Resident						
Fall & Spring	103	134	216	255	225	248
Fall & Spring (N/C*)	1	2	2	0	0	0
Summer	10	16	19	30	42	35
Summer (N/C*)	0	0	1	0	0	0
Total, Non-Resident	<u>114</u>	<u>152</u>	<u>238</u>	<u>285</u>	<u>267</u>	<u>282</u>
Total, Cañada College	4,205	4,097	4,051	3,959	3,661	3,563

San Mateo County Community College District
FTES Analysis

	Annual 2013-14	Annual 2014-15	Annual 2015-16	Annual 2016-17	Annual 2017-18	Annual 2018-19
Skyline College						
Resident						
Fall & Spring	6,626	6,531	6,245	5,911	5,784	5,580
Fall & Spring (N/C*)	37	81	55	46	34	24
Summer	998	1,067	1,025	918	829	800
Summer (N/C*)	4	7	6	5	5	2
Total, Resident	7,665	7,686	7,331	6,880	6,652	6,406
Apprenticeship	2	2	5	3	2	2
Flex-time	1	3	4	4	4	7
Non-Resident						
Fall & Spring	170	193	276	369	408	414
Fall & Spring (N/C*)	1	4	2	3	3	2
Summer	18	23	31	35	50	50
Summer (N/C*)	0	0	0	0	0	0
Total, Non-Resident	189	220	309	407	461	465
Total, Skyline College	7,857	7,911	7,649	7,294	7,118	6,881
District						
Resident						
Fall & Spring	16,161	15,524	15,007	14,302	13,733	13,259
Fall & Spring (N/C*)	63	109	74	49	36	26
Summer	2,247	2,312	2,193	2,032	1,935	1,878
Summer (N/C*)	13	17	14	9	5	2
Total, Resident	18,484	17,962	17,288	16,392	15,709	15,165
Apprenticeship	90	64	69	97	101	103
Flex-time	10	13	18	15	14	18
Non-Resident						
Fall & Spring	616	799	1,134	1,506	1,599	1,547
Fall & Spring (N/C*)	2	7	5	4	4	2
Summer	51	70	94	129	170	159
Summer (N/C*)	1	0	1	0	0	0
Total, Non-Resident	670	876	1,234	1,639	1,774	1,708
Total, District	19,254	18,915	18,609	18,144	17,597	16,995

*N/C = Non-credit

SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT
DISTRICT CASH FLOW SUMMARY
FOR THE YEAR ENDING JUNE 30, 2019

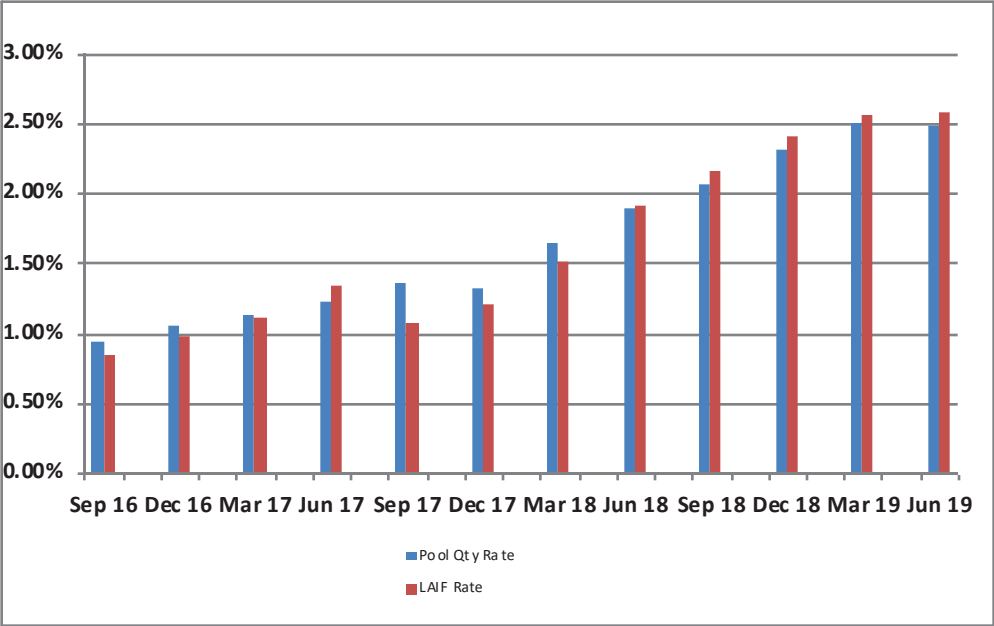
	<u>GENERAL FUND</u>	<u>PAYROLL Fund</u>	<u>GENERAL RESTRICTED FUND</u>	<u>INSURANCE & DEBT SERVICE FUND</u>	<u>CAPITAL OUTLAY FUND</u>	<u>CHILD CARE FUND</u>	<u>STUDENT AID FUND</u>	<u>POST-RETIREMENT RESERVES</u>
Beg. Cash Balance in County Treasury	20,346,854.63	3,752,871.73	18,976,731.93	60,917,687.22	161,658,298.04	181,152.60	205,573.24	-
Cash inflow from operations:								
Year-to-date Income	197,751,552.98		66,003,069.57	72,616,193.11	316,850,093.29	1,425,154.03	17,457,839.21	9,274,207.94
Accounts Receivable	1,482,653.15	(7,180.47)	(1,177,372.39)	(560,495.40)	1,195,841.81	13,622.55	69,298.83	(326,881.26)
Advances / Prepaid	(261,026.53)	2,473.97	283,660.53	60,000.00	3,093,679.72			
Cash awaiting for deposit	(116,179.38)							
Total Income	219,203,854.85	3,748,165.23	84,086,089.64	133,033,384.93	482,797,912.86	1,619,929.18	17,732,711.28	8,947,326.68
Cash outflow for operations:								
Year to date expenditure	192,769,472.59		47,565,505.59	57,689,664.79	115,349,612.90	1,425,154.03	17,457,839.21	5,952,473.00
Deferred Income	1,621,081.79		(195,468.87)	(50.50)	29,672.00	(1,481.98)	213,331.00	
Account Payable	5,093,435.93	(585,073.92)	1,191,538.67	(282,648.66)	(5,771,699.46)	113,284.84	27,908.69	
Cash Balance From Operations	19,719,864.54	4,333,239.15	35,524,514.25	75,626,419.30	373,190,327.42	82,972.29	33,632.38	2,994,853.68
Other Cash inflow								
Medical Flex Plan / Revolv. Fund	-							
TRANS	-							
Trusts (JPA & 3CBG)								
Beg. Investment Balance								
LAI F Balance	582.75							
County Pool Balance	-							
Special Bond								
C.O.P. & Others	29,943,425.87							
Total Beg. Balance	29,944,008.62				5,000.00			
					5,000.00			
Y.T.D. Investment Balance								
LAI F Balance	599.79							
County Pool Balance	-							
Special Bond								
C.O.P./Bank CD	30,158,533.85							
Y.T.D. Balance	30,159,133.64				5,000.00			
					5,000.00			
Net Cash changes from Investment	(215,125.02)							
Net changes from unrealized gain / (loss)								
Cash Balance in County Treasury	19,504,739.52	4,333,239.15	35,524,514.25	75,626,419.30	373,190,327.42	82,972.29	33,632.38	-
Net Cash (Excluding TRANS & Trusts)	19,504,739.52	4,333,239.15	35,524,514.25	75,626,419.30	373,190,327.42	82,972.29	33,632.38	-

**San Mateo County Community College District
Combined Debt Service Schedules**

Period	Election of	Election of	2012	2014	Series A	Series B	2019 Forward		Total
	2001	2005					2018	Delivery	
	Authorization	Authorization	Refunding Bonds	Refunding Bonds	Bonds	Bonds	Refunding Bonds	Refunding Bonds	
3/1/2019	\$0.00	\$0.00	\$1,306,762.50	\$2,079,825.00	\$1,909,437.50	\$3,382,440.90	\$371,844.83	\$0.00	\$9,050,310.73
9/1/2019	5,945,000.00	8,925,000.00	17,801,762.50	2,559,825.00	1,592,875.00	16,088,112.50	662,693.75	274,593.75	53,849,862.50
3/1/2020	0.00	0.00	976,862.50	2,072,625.00	1,592,875.00	5,826,912.50	662,693.75	568,125.00	11,700,093.75
9/1/2020	6,405,000.00	18,030,000.00	10,621,862.50	2,567,625.00	1,592,875.00	15,881,912.50	662,693.75	568,125.00	56,330,093.75
3/1/2021	0.00	0.00	758,962.50	2,062,725.00	1,592,875.00	5,625,812.50	662,693.75	568,125.00	11,271,193.75
9/1/2021	11,375,000.00	19,365,000.00	6,703,962.50	2,577,725.00	1,592,875.00	9,530,812.50	662,693.75	568,125.00	52,376,193.75
3/1/2022	0.00	0.00	640,062.50	2,052,425.00	1,592,875.00	5,528,187.50	662,693.75	568,125.00	11,044,368.75
9/1/2022	12,135,000.00	20,830,000.00	6,865,062.50	2,587,425.00	1,797,875.00	5,528,187.50	662,693.75	568,125.00	50,974,368.75
3/1/2023	0.00	0.00	499,437.50	2,041,725.00	1,587,750.00	5,528,187.50	662,693.75	568,125.00	10,887,918.75
9/1/2023	11,985,000.00	22,325,000.00	8,049,437.50	2,296,725.00	1,972,750.00	5,898,187.50	662,693.75	568,125.00	53,757,918.75
3/1/2024	0.00	0.00	339,000.00	2,036,625.00	1,578,125.00	5,518,937.50	662,693.75	568,125.00	10,703,506.25
9/1/2024	12,785,000.00	23,905,000.00	4,499,000.00	5,541,625.00	2,158,125.00	6,363,937.50	662,693.75	568,125.00	56,483,506.25
3/1/2025	0.00	0.00	235,000.00	1,949,000.00	1,563,625.00	5,497,812.50	662,693.75	568,125.00	10,476,256.25
9/1/2025	13,630,000.00	25,575,000.00	4,750,000.00	5,604,000.00	2,353,625.00	6,857,812.50	662,693.75	568,125.00	60,001,256.25
3/1/2026	0.00	0.00	122,125.00	1,857,625.00	1,543,875.00	5,463,812.50	662,693.75	568,125.00	10,218,256.25
9/1/2026	14,520,000.00	27,345,000.00	5,007,125.00	5,657,625.00	2,308,875.00	7,633,812.50	662,693.75	568,125.00	63,703,256.25
3/1/2027	0.00	0.00	0.00	1,762,625.00	1,524,750.00	5,409,562.50	662,693.75	568,125.00	9,927,756.25
9/1/2027	21,785,000.00	29,205,000.00	0.00	5,322,625.00	2,524,750.00	8,194,562.50	662,693.75	568,125.00	68,262,756.25
3/1/2028	0.00	0.00	0.00	1,673,625.00	1,499,750.00	5,339,937.50	662,693.75	568,125.00	9,744,131.25
9/1/2028	22,930,000.00	31,165,000.00	0.00	5,348,625.00	2,754,750.00	8,794,937.50	662,693.75	568,125.00	72,224,131.25
3/1/2029	0.00	0.00	0.00	1,581,750.00	1,468,375.00	5,253,562.50	662,693.75	568,125.00	9,534,506.25
9/1/2029	6,895,000.00	33,245,000.00	0.00	22,591,750.00	2,998,375.00	9,428,562.50	662,693.75	568,125.00	76,389,506.25
3/1/2030	0.00	0.00	0.00	1,056,500.00	1,430,125.00	5,149,187.50	662,693.75	568,125.00	8,866,631.25
9/1/2030	26,125,000.00	35,425,000.00	0.00	5,066,500.00	3,260,125.00	10,099,187.50	662,693.75	568,125.00	81,206,631.25
3/1/2031	5,815,000.00	0.00	0.00	7,746,250.00	1,384,375.00	5,025,437.50	662,693.75	568,125.00	21,201,881.25
9/1/2031	0.00	34,995,000.00	0.00	8,296,500.00	3,469,375.00	10,885,437.50	662,693.75	568,125.00	58,877,131.25
3/1/2032	0.00	0.00	0.00	598,750.00	1,332,250.00	4,878,937.50	662,693.75	568,125.00	8,040,756.25
9/1/2032	0.00	36,680,000.00	0.00	8,413,750.00	3,762,250.00	11,643,937.50	662,693.75	568,125.00	61,730,756.25
3/1/2033	0.00	0.00	0.00	403,375.00	1,271,500.00	4,709,812.50	662,693.75	568,125.00	7,615,506.25
9/1/2033	0.00	39,325,000.00	0.00	8,388,375.00	4,071,500.00	12,449,812.50	662,693.75	568,125.00	65,465,506.25
3/1/2034	0.00	0.00	0.00	203,750.00	1,215,500.00	4,516,312.50	662,693.75	568,125.00	7,166,381.25
9/1/2034	0.00	42,110,000.00	0.00	8,353,750.00	4,385,500.00	13,311,312.50	662,693.75	568,125.00	69,391,381.25
3/1/2035	0.00	0.00	0.00	0.00	1,136,250.00	4,340,412.50	662,693.75	568,125.00	6,707,481.25
9/1/2035	0.00	45,035,000.00	0.00	0.00	4,731,250.00	14,175,412.50	8,992,693.75	568,125.00	73,502,481.25
3/1/2036	0.00	0.00	0.00	0.00	1,046,375.00	4,143,712.50	496,093.75	568,125.00	6,254,306.25
9/1/2036	0.00	48,110,000.00	0.00	0.00	1,046,375.00	15,603,712.50	8,896,093.75	4,108,125.00	77,764,306.25
3/1/2037	0.00	0.00	0.00	0.00	1,046,375.00	3,914,512.50	328,093.75	479,625.00	5,768,606.25
9/1/2037	0.00	51,350,000.00	0.00	0.00	1,046,375.00	16,574,512.50	8,778,093.75	4,489,625.00	82,238,606.25
3/1/2038	0.00	0.00	0.00	0.00	1,046,375.00	3,661,312.50	159,093.75	379,375.00	5,246,156.25
9/1/2038	0.00	54,750,000.00	0.00	0.00	1,046,375.00	17,601,312.50	8,644,093.75	4,889,375.00	86,931,156.25
3/1/2039	0.00	0.00	0.00	0.00	1,046,375.00	3,399,937.50	0.00	266,625.00	4,712,937.50
9/1/2039	0.00	0.00	0.00	0.00	1,046,375.00	18,669,937.50	0.00	5,311,625.00	25,027,937.50
3/1/2040	0.00	0.00	0.00	0.00	1,046,375.00	3,113,625.00	0.00	140,500.00	4,300,500.00
9/1/2040	0.00	0.00	0.00	0.00	1,046,375.00	19,793,625.00	0.00	5,760,500.00	26,600,500.00
3/1/2041	0.00	0.00	0.00	0.00	1,046,375.00	2,696,625.00	0.00	0.00	3,743,000.00
9/1/2041	0.00	0.00	0.00	0.00	7,931,375.00	20,431,625.00	0.00	0.00	28,363,000.00
3/1/2042	0.00	0.00	0.00	0.00	874,250.00	2,253,250.00	0.00	0.00	3,127,500.00
9/1/2042	0.00	0.00	0.00	0.00	8,449,250.00	21,783,250.00	0.00	0.00	30,232,500.00
3/1/2043	0.00	0.00	0.00	0.00	684,875.00	1,765,000.00	0.00	0.00	2,449,875.00
9/1/2043	0.00	0.00	0.00	0.00	9,004,875.00	23,205,000.00	0.00	0.00	32,209,875.00
3/1/2044	0.00	0.00	0.00	0.00	476,875.00	1,229,000.00	0.00	0.00	1,705,875.00
9/1/2044	0.00	0.00	0.00	0.00	9,591,875.00	24,714,000.00	0.00	0.00	34,305,875.00
3/1/2045	0.00	0.00	0.00	0.00	249,000.00	641,875.00	0.00	0.00	890,875.00
9/1/2045	0.00	0.00	0.00	0.00	10,209,000.00	26,316,875.00	0.00	0.00	36,525,875.00
Total:	\$172,330,000.00	\$647,695,000.00	\$69,176,425.00	\$132,353,650.00	\$131,533,562.50	\$491,273,903.40	\$57,872,301.08	\$44,848,093.75	\$1,747,082,935.73

Quarterly Interest Rate for County Pool Vs Sacramento LAIF

	<u>Pool Qty Rate</u>	<u>LAIF Rate</u>
Sep 16	0.94%	0.84%
Dec 16	1.04%	0.98%
Mar 17	1.13%	1.10%
Jun 17	1.22%	1.33%
Sep 17	1.35%	1.07%
Dec 17	1.32%	1.20%
Mar 18	1.63%	1.51%
Jun 18	1.89%	1.90%
Sep 18	2.06%	2.16%
Dec 18	2.32%	2.40%
Mar 19	2.51%	2.55%
Jun 19	2.48%	2.57%

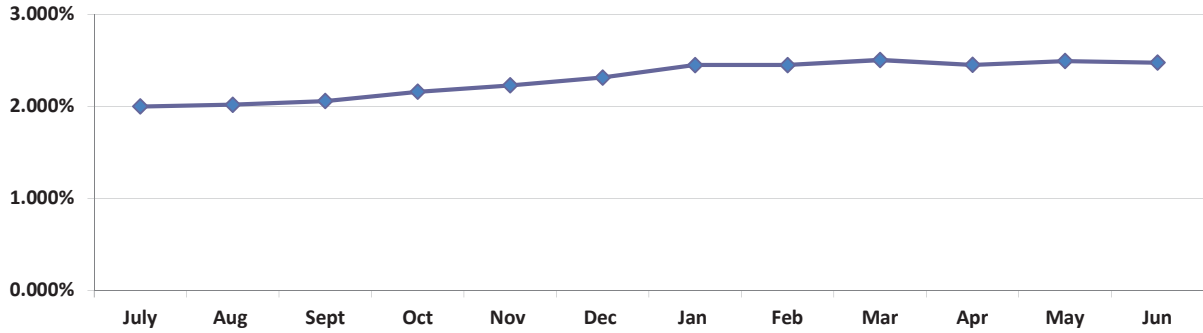


County Interest Rate : <http://www.sanmateocountytreasurer.org/investmentReports.html>

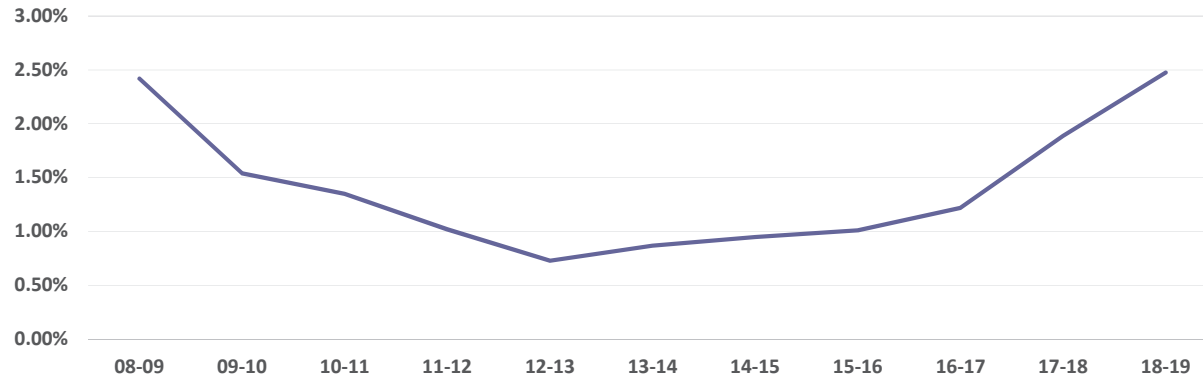
	<u>08-09</u>	<u>09-10</u>	<u>10-11</u>	<u>11-12</u>	<u>12-13</u>	<u>13-14</u>	<u>14-15</u>	<u>15-16</u>	<u>16-17</u>	<u>17-18</u>	<u>18-19</u>
July	3.20%	1.12%	1.25%	1.04%	0.77%	0.75%	0.70%	0.72%	0.900%	1.250%	2.000%
Aug	3.00%	0.92%	1.48%	1.25%	0.88%	0.75%	0.77%	0.85%	0.920%	1.350%	2.020%
Sept	3.44%	1.02%	1.64%	1.31%	0.98%	0.79%	0.82%	0.84%	0.944%	1.351%	2.060%
Oct	2.30%	1.04%	1.25%	1.04%	0.88%	0.75%	0.80%	0.90%	0.900%	1.300%	2.160%
Nov	2.45%	1.10%	1.25%	1.04%	1.00%	0.75%	0.80%	0.90%	1.130%	1.300%	2.230%
Dec	2.54%	1.11%	1.04%	1.19%	0.97%	0.72%	0.83%	0.88%	1.042%	1.321%	2.315%
Jan	2.05%	1.02%	1.10%	1.01%	0.75%	0.75%	1.00%	0.89%	1.050%	1.400%	2.450%
Feb	1.92%	1.02%	1.15%	1.02%	0.75%	0.75%	0.88%	0.92%	1.100%	1.500%	2.450%
Mar	1.60%	1.01%	1.12%	1.04%	0.84%	0.75%	0.98%	0.99%	1.129%	1.633%	2.505%
Apr	1.77%	0.94%	1.07%	1.00%	0.73%	0.62%	0.65%	0.88%	1.130%	1.709%	2.452%
May	2.15%	1.15%	1.10%	1.00%	0.73%	0.67%	0.80%	0.97%	1.180%	1.828%	2.494%
Jun	2.42%	1.54%	1.35%	1.02%	0.73%	0.87%	0.95%	1.01%	1.218%	1.888%	2.476%

County Investment Pool Rate of Return

by Month in 2018-2019



Rate of Return at each Fiscal Year End June 30



LAIF

	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19
	Rate													
July														
August														
September	3.18%	4.93%	5.24%	2.77%	0.90%	0.51%	0.38%	0.35%	0.26%	0.24%	0.32%	0.60%	1.07%	2.16%
October														
November														
December	3.63%	5.11%	4.96%	2.54%	0.60%	0.46%	0.38%	0.32%	0.26%	0.25%	0.37%	0.68%	1.20%	2.40%
January														
February														
March	4.03%	5.17%	4.18%	1.91%	0.56%	0.51%	0.38%	0.28%	0.23%	0.26%	0.46%	0.78%	1.51%	2.55%
April														
May														
June	4.53%	5.23%	3.11%	1.51%	0.56%	0.48%	0.38%	0.24%	0.22%	0.28%	0.55%	0.92%	1.90%	2.57%
Qty Avg	3.84%	5.11%	4.37%	2.18%	0.66%	0.49%	0.38%	0.30%	0.24%	0.26%	0.43%	0.75%	1.42%	2.42%

BOARD REPORT NO. 19-9-102B

TO: Board of Trustees

FROM: Michael Claire, Acting Chancellor

PREPARED BY: Mitchell Bailey, Vice Chancellor/Chief of Staff, 574-6510

**ADOPTION OF RESOLUTION NO. 19-14 IN SUPPORT OF
CALIFORNIA ASSEMBLY BILL 612**

Fifty percent of community college students have reported experiencing some type of food insecurity and fifty-five percent of students with children experience food insecurity. Food insecure students are more likely to report they are at risk of dropping out due to financial concerns.

Assembly Bill 612 (Weber) would increase access to the CalFresh and the Restaurant Meals Program. The bill authorizes the Department of Social Services to enter into a statewide Memorandum of Understanding with the Chancellor's Office to permit all 114 colleges with eligible facilities to accept Electronic Benefit Transfer (EBT) cards (CalFresh) at their campus cafeterias and restaurants. An estimated fifty-seven percent of students eligible for CalFresh are not enrolled in the program.

The process to become an authorized Supplemental Nutrition Assistance Program (SNAP) retailer and accept EBT cards on campus is long, bureaucratic and requires negotiating agreements with various agencies, including county, state and federal agencies. Colleges must apply to be a Restaurant Meal Program vendor individually, a process that diverts valuable staff time and resources that could be spent supporting students. It can take 18 to 24 months to become an approved EBT vendor. More than 60 colleges are located in a county that do not have a Restaurant Meals Program and thus are ineligible to provide access to CalFresh to their students.

EBT cards allow students to use their SNAP benefits at retailers who accept these EBT cards as a form of payment, similar to purchasing something using a credit/debit card. Colleges can minimize food insecurity for students by allowing them to use their CalFresh benefits on campus. Visibility and acceptance of EBT cards on campus can increase knowledge of the availability of food aid benefits for students.

RECOMMENDATION

It is recommended that the Board adopt Resolution No. 19-14 in support of California Assembly Bill 612.

RESOLUTION NO. 19-14

**BY THE GOVERNING BOARD OF
THE SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT
STATE OF CALIFORNIA**

RESOLUTION IN SUPPORT OF CALIFORNIA ASSEMBLY BILL 612

WHEREAS, the California Community Colleges system is the nation’s largest system of higher education and has been an accessible path to a better life for generations of low-income and working-class Californians; and

WHEREAS, while higher education tuition and fees for California residents are lowest at the California Community Colleges, after factoring in the high cost of housing and other living expenses and the amount of student aid available to a student attending a California community college, in many regions of the state the total cost of attending college is highest for community college students; and

WHEREAS, food-insecure students are more likely than others to drop out of school due to financial concerns; and

WHEREAS, AB 612 would increase student access to the CalFresh Restaurant Meals Program (known federally as the Supplemental Nutrition Assistance Program or SNAP). It would authorize the Department of Social Services to enter into a statewide memorandum of understanding with the Chancellor’s Office to permit all 114 colleges with eligible facilities, including those that are not in a county that offers the Restaurant Meals Program, to accept CalFresh Electronic Benefit Transfer (EBT) cards at their campus cafeterias and restaurants; and

WHEREAS, AB 612 would support a systemwide effort to destigmatize CalFresh by considering it another form of student financial aid;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the San Mateo County Community College District voted unanimously on September 11, 2019 to support California Assembly Bill 612.

REGULARLY PASSED AND ADOPTED this 11th day of September 2019.

Ayes:

Noes:

Abstentions:

Attest:

Karen Schwarz, Vice President-Clerk
Board of Trustees

BOARD REPORT NO. 19-9-103B

TO: Members of the Board of Trustees
FROM: Michael Claire, Acting Chancellor
PREPARED BY: Dr. Aaron McVean, Vice Chancellor of Educational Services, 358-6803

**APPROVAL OF STUDENT EQUITY PLANS
CAÑADA COLLEGE, COLLEGE OF SAN MATEO AND SKYLINE COLLEGE**

Education Code (EC) 78222 requires as a condition of funding the completion of a student equity plan (as outlined in EC 78220). In order to ensure equal educational opportunities and to promote student success for all students, regardless of race, gender, age, disability, or economic circumstances, colleges shall maintain a student equity plan that includes all of the following for each community college in the community college district: (1) Campus-based research, as to the extent of student equity by gender and for each of the following categories of students, that uses the methodology established pursuant to subdivision (d) of Section 78221: (A) Current or former foster youth, (B) Students with disabilities, (C) Low-income students, (D) Veterans, and (E) Students in ethnic and racial categories, as they are defined by the United States Census Bureau for the 2010 Census for reporting purposes, (F) Homeless students, (G) Lesbian, gay, bisexual, or transgender students, and (H) Additional categories of students determined by the governing board of the community college district.

Student Equity Plans were required to be submitted via the statewide online NOVA platform by June 30, 2019. A separate plan must be submitted for each college in the District. In order to allow sufficient time for the campus communities to engage with the approval of the plan, the District submitted and was granted a Request for an Extension of Student Equity Plans (see Exhibit D). The 2019-2022 Student Equity plan has been aligned to the CCC system's new Student Success Metrics. Similar to the Vision for Success Local Goals, colleges are required to set three-year goals from the Student Equity Plan Success Metrics for the overall student population and for each student equity population shown to have disproportionate impact in the following areas: 1. Access, 2. Retention, 3. Transfer to a four-year institution, 4. Completion of transfer-level math and English, and 5. Earned credit certificate over 18 units, associate degree, or a CCC bachelor's degree. The CCCC requires that each college in the system set goals that are aligned with the system-wide priorities and goals. Therefore each of the Colleges of the District have set goals that align with those listed above. The CCCC requires that these goals and related metrics be submitted in NOVA, the CCCC's portal for reporting. Attached to this report, please find the proposed NOVA submittal from each of the three colleges.

DATA QUALITY CONCERNS

The data required to be used in the colleges' Student Equity Plans is the same source of data that was required for use in the Local Goal Setting for the Chancellor's Office *Vision for Success*. Therefore, the same data quality concerns are present. Each of the colleges used local data to verify the disproportionately impacted student groups that are the focus of efforts outlined in their respective plans. Where a discrepancy existed, campus-based research and local data took precedence.

RECOMMENDATION

It is recommended that the Board approve the Colleges' *Student Equity Plans* as submitted to the State Chancellor's Office.

Attachments:

- Exhibit A – 2019-22 Cañada College Student Equity Plan
- Exhibit B – 2019-22 College of San Mateo Student Equity Plan
- Exhibit C – 2019-22 Skyline College Student Equity Plan
- Exhibit D – Request for an Extension on submission of Student Equity Plans

Student Equity Plan Summary

Contacts

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Approvers

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Approved by Tammy Robinson

2019-06-27

Chief Student Services Officer

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Approved by Dr. Manuel Alejandro Perez

2019-06-27

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Approved by Jamillah Moore

2019-06-27

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Approved by Diana Tedone

2019-06-28

Chief Business Officer

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Approved by Graciano Mendoza

2019-06-27

Details**Assurances**

* I have read the legislation [Education Code 78220](#) and am familiar with the goals, terms and conditions of the Student Equity Plan, as well as the requirements of Student Equity & Achievement legislation ([Education Code 78222](#)).

Progress & Success

Process & Schedule

To ensure that progress is being made towards meeting our student equity goals, the following processes will take place: - Each Activity presented in this plan is a key component of the College's Strategic Plan which also aligns with its other systems change efforts related to Guided Pathways, AB 705, Strong Workforce and Enrollment Management. - A Responsible Party and work team is identified in the Strategic Plan for each Activity in this plan, along with resources needed, desired outcomes, and a timeline for completion. - To monitor progress, the Academic Committee for Equity and Success (ACES) will receive progress reports from responsible parties and review metrics related to the achievement of the desired outcomes. - ACES will report monthly on progress and issues as they arise to the College Planning and Budgeting Council (PBC) per a standing item on the Council's agenda. - The College Office of Planning, Research, and Institutional Effectiveness (PRIE) will create custom dashboards to monitor SEAP metrics and related goals.

Success Criteria

Through the overarching framework of the College's emerging "Cañada Strong" initiative, the campus is organizing itself to align and coordinate all of its major systems change efforts over the next three years. These include initiatives related to Guided Pathways, AB 705 implementation, Strong Workforce, and Strategic Enrollment Management as well as Student Equity and Achievement. The College's updated Strategic Plan (based on its 5-year Education Master Plan) for 2019-2022, seeks to integrate and align these initiatives into a discrete number of clearly defined efforts to be assigned to cross-functional work teams who coordinate their efforts via the College Planning Councils. These work groups and Planning Councils will be informed by a campus-wide Data Team working with the Office of Planning, Research, and Institutional Effectiveness to design and disseminate more effective data via data coaching and data dashboards.

Executive Summary

https://canadacollege.edu/aces/SEAP%20Exec%20Summary_Final_6.27.19.pdf

Metrics

Overall Student Population

Metric	Baseline	Goal	Equity Change
Transferred to a Four-Year Institution	1069	443	-58.56%
Enrolled in the Same Community College	4358	1700	-60.99%
Retained from Fall to Spring at the Same College	3406	3800	+11.57%
Completed Both Transfer-Level Math and English Within the District in the First Year	145	200	+37.93%
Attained the Vision Goal Completion Definition	509	672	+32.02%

Disproportionately Impacted (DI) Student Groups

Demographic	Gender	Metric	Baseline	Goal	Equity Change
Economically Disadvantaged	Female	Transferred to a Four-Year Institution	333	155	-53.45% ▯▯◀
Hispanic or Latino	Male	Transferred to a Four-Year Institution	112	52	-53.57% ▯▯◀
LGBT	Male	Transferred to a Four-Year Institution	5	2	-60% ◀ ▯
Foster Youth	Male	Transferred to a Four-Year Institution	3	1	-66.67% ◀ ▯
Some other race	Female	Transferred to a Four-Year Institution	8	Not Entered	- ◀ ▯
Hispanic or Latino	Female	Transferred to a Four-Year Institution	191	89	-53.4% ▯▯◀
Black or African American	Female	Transferred to a Four-Year Institution	12	6	-50% ▯▯◀
Veteran	Male	Attained the Vision Goal Completion Definition	3	4	+33.33% ▯▯◀
LGBT	Male	Attained the Vision Goal Completion Definition	2	3	+50% ▯▯◀
LGBT	Female	Attained the Vision Goal Completion Definition	2	3	+50% ▯▯◀
Foster Youth	Male	Attained the Vision Goal Completion Definition	0	2	+100% ▯▯◀
Foster Youth	Female	Attained the Vision Goal Completion Definition	2	3	+50% ▯▯◀
White	Male	Attained the Vision Goal Completion Definition	35	Not Entered	- ◀ ▯
Some other race	Male	Attained the Vision Goal Completion Definition	3	Not Entered	- ◀ ▯
Hispanic or Latino	Male	Attained the Vision Goal Completion Definition	60	84	+40% ▯▯◀
Filipino	Male	Attained the Vision Goal Completion Definition	2	3	+50% ▯▯◀
Filipino	Female	Attained the Vision Goal Completion Definition	8	1	-87.5% ◀ ▯
Black or African American	Male	Attained the Vision Goal Completion Definition	4	6	+50% ▯▯◀

Demographic	Gender	Metric	Baseline	Goal	Equity Change
Asian	Male	Attained the Vision Goal Completion Definition	10	Not Entered	- < >
Asian	Female	Attained the Vision Goal Completion Definition	33	Not Entered	- < >
Disabled	Male	Attained the Vision Goal Completion Definition	9	13	+44.44% > <
LGBT	Female	Completed Both Transfer-Level Math and English Within the District in the First Year	0	2	+100% > <
Hispanic or Latino	Female	Completed Both Transfer-Level Math and English Within the District in the First Year	33	4	-87.88% < >
Economically Disadvantaged	Female	Completed Both Transfer-Level Math and English Within the District in the First Year	24	34	+41.67% > <
Disabled	Female	Completed Both Transfer-Level Math and English Within the District in the First Year	2	3	+50% > <
White	Female	Retained from Fall to Spring at the Same College	471	Not Entered	- < >
Filipino	Female	Retained from Fall to Spring at the Same College	70	98	+40% > <
Asian	Male	Retained from Fall to Spring at the Same College	160	Not Entered	- < >
Asian	Female	Retained from Fall to Spring at the Same College	189	Not Entered	- < >
LGBT	Male	Enrolled in the Same Community College	64	90	+40.63% > <
LGBT	Female	Enrolled in the Same Community College	116	162	+39.66% > <
White	Male	Enrolled in the Same Community College	479	Not Entered	- < >
Some other race	Male	Enrolled in the Same Community College	13	Not Entered	- < >
Some other race	Female	Enrolled in the Same Community College	16	Not Entered	- < >
Asian	Male	Enrolled in the Same Community College	207	Not Entered	- < >
Asian	Female	Enrolled in the Same Community College	360	Not Entered	- < >
American Indian or Alaska Native	Male	Enrolled in the Same Community College	9	13	+44.44% > <

Additional Categories

No population groups selected.

Activities

Increase the number of High School students successfully transitioning to Cañada

Brief Description of Activity

Increase high school dual enrollment opportunities via a close partnership with Redwood High School (our feeder continuation high school) while expanding the number of AB 288 dual enrollment courses available at local high schools. This and other relationships will be managed by a newly established Dual Enrollment Coordinator position to be co-funded by SUHSD and Cañada. Expand our existing Middle College High School program with a focus on equity in recruitment and support.

Related Metrics

- Overall : All : Enrolled in the Same Community College

Increase the number of Adult School and GED students transitioning successfully to Cañada

Brief Description of Activity

ACCEL Transition Coordinator will partner with ESL Retention Specialist to increase enrollment in off-campus ESL classes and to provide intentional support for prospective students enrolled at Sequoia Adult School and in programs in area Community-based organizations. See also ACCEL three year strategic plan 2019 - 2021. A key component of this work includes support for AB 540 students; activities including workshops to assist students with DACA application DREAM act support, legal services referrals and workshops, and referrals to related community resources. Staff, faculty and departmental training for support of DREAMers, DACA and AB 540 students is offered through Flex Day activities as well as standalone trainings throughout the year.

Related Metrics

- Overall : All : Enrolled in the Same Community College
- Overall : All : Retained from Fall to Spring at the Same College

Strengthen 2+2 partnerships with 4-year institutions

Brief Description of Activity

1) Re-launch the University Center 2) Support connection between Career Education Programs and CSU partner programs to allow greater access to a seamless transition to a Baccalaureate Program. 3) Expand Transfer Center services to provide students with more opportunities to learn about their transfer options

Related Metrics

- Overall : All : Transferred to a Four-Year Institution

Create a more visible presence in downtown Redwood City

Brief Description of Activity

Led by the College Strong Workforce Director and the Business, Design & Workforce (BDW) Division and community organization partners, expand offerings of Career Education courses with embedded ESL, English, and math. Expand beyond current offerings at Menlo Park Center and Sequoia Adult School to include co-locating courses and workshops at area community-based organizations.

Related Metrics

- Overall : All : Enrolled in the Same Community College
- Overall : All : Completed Both Transfer-Level Math and English Within the District in the First Year
- Overall : All : Attained the Vision Goal Completion Definition

Scale the Promise Scholars Program replicating the CUNY-ASAP model

Brief Description of Activity

Optimize course schedule for program completion and align annual course schedule with student type/need (e.g., first generation, daytime and evening) Provide Transfer planning and counseling Integrate and expand Priority Enrollment Program (PEP) and Proactive Registration campus-wide Provide wrap-around services to students in this program including: financial support (tuition, books, transportation vouchers), proactive counseling and early alert, dedicated tutoring support, priority registration, peer mentoring, career counseling, and success team support.

Related Metrics

- Overall : All : Transferred to a Four-Year Institution
- Overall : All : Enrolled in the Same Community College
- Overall : All : Retained from Fall to Spring at the Same College
- Overall : All : Completed Both Transfer-Level Math and English Within the District in the First Year
- Overall : All : Attained the Vision Goal Completion Definition

Align role of Retention Specialists across campus through building and supporting a community of practice among them and supporting their efforts with data

Brief Description of Activity

The Retention Specialist Community of Practice will partner with the Counseling department leads to help the college align critical support programs such as Early Alert and referrals to academic support programs such as academic success workshops, peer tutoring, and EPIC (embedded tutoring). This effort will also align data gathering to provide detailed student-level data to facilitate case management and follow-up supports to a larger number of students in a more timely way. Aligning existing Bridge To Opportunity (BTO) peer mentor program with this effort will expand the reach of support and retention efforts to a larger number of students, and will be an important aspect of the case management approach to holistically supporting academic and non-academic student needs through peer support networks.

Related Metrics

- Overall : All : Retained from Fall to Spring at the Same College

Identify and address barriers and inefficiencies in the matriculation process; build and implement a new Constituent Relationship Management (CRM) system

Brief Description of Activity

The Business Process Analysis Team was formed in fall 2017 to examine all facets of the application, enrollment, financial aid, and counseling processes to identify inefficiencies and gaps in service,. This work directly supports the colleges Guided Pathways implementation and student equity planning processes through improving the timely delivery of services to students, clarifying these process for prospective and current students, and analyzing all related processes through an equity lens. In

2019-21, this group will work with the District Office to shape and implement the new District Constituent Relationship Management (CRM) platform to improve and leverage student information systems to improve all business processes and communications with students.

Related Metrics

- Overall : All : Enrolled in the Same Community College
-

Expand and extend cohort programs

Brief Description of Activity

Establish First Year Experience Programs (FYE) aligned with Interest Areas: this activity will create continuity and connection between existing support programs to create a seamless experience for first time incoming students and provide a framework for success through focused curriculum and integrated student supports. The FYE will include pre-semester academic support programs, summer bridge programs, and academic and career goals planning.

Related Metrics

- Overall : All : Enrolled in the Same Community College
 - Overall : All : Retained from Fall to Spring at the Same College
-

Establish "Success Teams" aligned with Interest Areas and Affinity Groups

Brief Description of Activity

Success Teams will be inclusive of retention specialists, peer mentors, counselors, and data coaches. Success Teams will support both Guided Pathways-related interest areas as well as affinity groups such as Puente and student athletes. The Success Teams will be proactive in identifying student needs in the first weeks of the semester, helping students take the first step of the Transfer plan, and working within and outside of the classroom in partnership with classroom instructors in an integrated model of support for the College's goal to improve persistence and completion.

Related Metrics

- Overall : All : Retained from Fall to Spring at the Same College
 - Overall : All : Completed Both Transfer-Level Math and English Within the District in the First Year
 - Overall : All : Attained the Vision Goal Completion Definition
-

Provide face to face and online student support services to meet the needs of all students

Brief Description of Activity

Expand peer tutoring to additional disciplines in the sciences, social sciences and humanities. Fall 2019 opening of a new Writing Center will provide expanded tutoring and other academic support for writing across the curriculum. Increase EPIC (supplemental instruction) support for "gatekeeper" courses where data indicates high enrollment/low success rates. Program data indicates increased retention and success for students in EPIC-supported course sections. Continue the work to implement online counseling support via web conferencing to better serve working students and students

Related Metrics

- Overall : All : Retained from Fall to Spring at the Same College
 - Overall : All : Completed Both Transfer-Level Math and English Within the District in the First Year
 - Overall : All : Attained the Vision Goal Completion Definition
-

Expand opportunities for students to explore careers

Brief Description of Activity

Group academic programs into interest areas which offer aligned career exploration opportunities via Career Counseling Courses, meetings with a career counselor, access to job shadowing, internships, or other work-based learning opportunities related to careers in each interest area. Increase collaboration with Career Center to support Guided Pathways career planning elements and FYE program career planning efforts.

Related Metrics

- Overall : All : Retained from Fall to Spring at the Same College
- Overall : All : Attained the Vision Goal Completion Definition

Increase college and career exploration opportunities for students from feeder high schools

Brief Description of Activity

Ensure all high school students in feeder high schools complete Cañada College application before graduating. Expand opportunities for related events on campus during summer and other times throughout year through integrated event planning with: Career Center, Transfer Center, Promise Program, Workforce Development (CWD), STEM, and Learning Center.

Related Metrics

- Overall : All : Enrolled in the Same Community College

Evaluate the success of students as a result of the College's implementation of AB 705

Brief Description of Activity

Gather and analyze evidence to inform and improve the College's assessment, placement, and supplemental instruction support and summer bridge programs to maximize the likelihood that students will succeed in transfer level English and math within one year of enrolling.

Related Metrics

- Overall : All : Completed Both Transfer-Level Math and English Within the District in the First Year



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Student Equity Plan Summary

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Details**Assurances**

- I have read the legislation [Education Code 78220](#) and am familiar with the goals, terms and conditions of the Student Equity Plan, as well as the requirements of Student Equity & Achievement legislation ([Education Code 78222](#)).

Progress & Success

Process & Schedule

Evaluation of progress towards the goals included in the Equity Plan will be annual. These reports will be presented to the College's Institutional Planning Committee, Academic Senate and Classified Senate to inform them of the progress being made towards narrowing the identified achievement/equity gaps. Full recognition of the importance of narrowing and ultimately eliminating existing achievement gaps, the Student Equity Plan will be incorporated as part of the College's overall planning process including its Educational Master Plan, Program Review, and institutional effectiveness goal setting.

Success Criteria

By combining the Basic Skills and Equity committees to form the Educational Equity Committee (EEC), the college has been able to coordinate initiatives on campus that support students across campus. Membership on the EEC includes representatives from all divisions as well as committee members from the campus' HSI STEM grant. Additionally, the goals from the Equity Plan will be incorporated into the college's Educational Master Plan and used as a guiding document. Both the Equity Director and the Basic Skills Coordinator will continue to present information, and seek input/feedback related to the Equity Plan, at Division Meetings, IPC, Student Services Council, Academic Senate, Student Senate, and Classified Senate.

Executive Summary

https://collegeofsanmateo.edu/equity/docs/CSM_SEP.pdf

Metrics

Overall Student Population

Metric	Baseline	Goal	Equity Change
Transferred to a Four-Year Institution	1263	1705	+35%
Attained the Vision Goal Completion Definition	818	982	+20.05%
Completed Both Transfer-Level Math and English Within the District in the First Year	295	354	+20%
Retained from Fall to Spring at the Same College	5853	6439	+10.01%
Enrolled in the Same Community College	9609	10569	+9.99%

Disproportionately Impacted (DI) Student Groups

Demographic	Gender	Metric	Baseline	Goal	Equity Change
LGBT	Male	Attained the Vision Goal Completion Definition	4	8	+100% ▯▯◀
Foster Youth	Female	Retained from Fall to Spring at the Same College	26	30	+15.38% ▯▯◀
Foster Youth	Male	Retained from Fall to Spring at the Same College	19	25	+31.58% ▯▯◀
Native Hawaiian or other Pacific Islander	Female	Attained the Vision Goal Completion Definition	7	10	+42.86% ▯▯◀
Native Hawaiian or other Pacific Islander	Male	Attained the Vision Goal Completion Definition	12	16	+33.33% ▯▯◀
LGBT	Female	Attained the Vision Goal Completion Definition	7	14	+100% ▯▯◀
Foster Youth	Male	Attained the Vision Goal Completion Definition	2	4	+100% ▯▯◀
Foster Youth	Female	Attained the Vision Goal Completion Definition	2	5	+150% ▯▯◀
Filipino	Male	Attained the Vision Goal Completion Definition	21	27	+28.57% ▯▯◀
Black or African American	Female	Attained the Vision Goal Completion Definition	9	11	+22.22% ▯▯◀
LGBT	Male	Completed Both Transfer-Level Math and English Within the District in the First Year	1	5	+400% ▯▯◀
Black or African American	Male	Completed Both Transfer-Level Math and English Within the District in the First Year	3	7	+133.33% ▯▯◀
Black or African American	Female	Completed Both Transfer-Level Math and English Within the District in the First Year	1	3	+200% ▯▯◀
Native Hawaiian or other Pacific Islander	Female	Completed Both Transfer-Level Math and English Within the District in the First Year	1	4	+300% ▯▯◀
Disabled	Male	Completed Both Transfer-Level Math and English Within the District in the First Year	3	10	+233.33% ▯▯◀

Demographic	Gender	Metric	Baseline	Goal	Equity Change
Foster Youth	Male	Transferred to a Four-Year Institution	3	6	+100% ▮▮◀
Foster Youth	Female	Transferred to a Four-Year Institution	4	7	+75% ▮▮◀
Some other race	Male	Transferred to a Four-Year Institution	8	12	+50% ▮▮◀
Native Hawaiian or other Pacific Islander	Female	Transferred to a Four-Year Institution	7	12	+71.43% ▮▮◀
Hispanic or Latino	Male	Completed Both Transfer-Level Math and English Within the District in the First Year	34	60	+76.47% ▮▮◀
Black or African American	Female	Retained from Fall to Spring at the Same College	61	75	+22.95% ▮▮◀
Economically Disadvantaged	Female	Completed Both Transfer-Level Math and English Within the District in the First Year	51	66	+29.41% ▮▮◀
Filipino	Female	Retained from Fall to Spring at the Same College	212	232	+9.43% ◀▮▮
White	Female	Retained from Fall to Spring at the Same College	653	741	+13.48% ▮▮◀
Hispanic or Latino	Female	Retained from Fall to Spring at the Same College	887	928	+4.62% ◀▮▮
Economically Disadvantaged	Female	Retained from Fall to Spring at the Same College	1349	1454	+7.78% ◀▮▮
LGBT	Male	Enrolled in the Same Community College	124	163	+31.45% ▮▮◀
Foster Youth	Female	Enrolled in the Same Community College	33	44	+33.33% ▮▮◀
Some other race	Male	Enrolled in the Same Community College	46	624	+1256.52% ▮▮◀
White	Male	Enrolled in the Same Community College	1491	1741	+16.77% ▮▮◀
Some other race	Female	Enrolled in the Same Community College	38	135	+255.26% ▮▮◀
Black or African American	Female	Enrolled in the Same Community College	155	211	+36.13% ▮▮◀
Hispanic or Latino	Male	Transferred to a Four-Year Institution	115	164	+42.61% ▮▮◀

Demographic	Gender	Metric	Baseline	Goal	Equity Change
Disabled	Female	Transferred to a Four-Year Institution	48	63	+31.25% ◀ ▶
Native Hawaiian or other Pacific Islander	Male	Completed Both Transfer-Level Math and English Within the District in the First Year	0	7	+600% ▶▶▶
Veteran	Male	Completed Both Transfer-Level Math and English Within the District in the First Year	0	4	+300% ▶▶▶

Additional Categories

Demographic	Gender	Metric	Goal
Previously Incarcerated Students	Male	Attained the Vision Goal Completion Definition	10
Previously Incarcerated Students	Female	Attained the Vision Goal Completion Definition	10
Undocumented Students	Female	Enrolled in the Same Community College	125
Undocumented Students	Male	Enrolled in the Same Community College	125

Activities

Continue to strengthen partnership with ILP

Brief Description of Activity

The disjointed educational experiences of former foster youth are amplified within community college as former foster youth are housing insecure. In order to close equity gaps for former foster youth, the economic needs of foster youth needs to be addressed. College of San Mateo MCCDC currently is in partnership with San Mateo County's Independent Living Programs (ILP). The program works with foster youth K-12 and continues to support this group of students once they transition to community college. Programming includes partnerships with social workers, job placement, and housing support.

Related Metrics

- Foster Youth : Male : Retained from Fall to Spring at the Same College
- Foster Youth : Male : Attained the Vision Goal Completion Definition
- Foster Youth : Female : Attained the Vision Goal Completion Definition
- Foster Youth : Male : Transferred to a Four-Year Institution
- Foster Youth : Female : Transferred to a Four-Year Institution
- Foster Youth : Female : Enrolled in the Same Community College

Expand Culturally Relevant Professional Development

Brief Description of Activity

Expand professional development opportunities for all staff, faculty, and administrators on culturally relevant pedagogy. Opportunities like New Faculty Institute, Faculty Lunch and Learns, and Enacting Educational Equity Training Series are

working to address what is best described as a "pedagogy gap." It is our belief that incorporation of culturally responsive teaching principles and academic strategies will support student learning in the classroom and contribute to increased course completion, certificate/degree completion, and transfer rates.

Related Metrics

- Overall : All : Transferred to a Four-Year Institution
- LGBT : Male : Attained the Vision Goal Completion Definition
- Foster Youth : Female : Retained from Fall to Spring at the Same College
- Foster Youth : Male : Retained from Fall to Spring at the Same College
- Native Hawaiian or other Pacific Islander : Female : Attained the Vision Goal Completion Definition
- Native Hawaiian or other Pacific Islander : Male : Attained the Vision Goal Completion Definition
- Previously Incarcerated Students : Male : Attained the Vision Goal Completion Definition
- Previously Incarcerated Students : Female : Attained the Vision Goal Completion Definition
- LGBT : Female : Attained the Vision Goal Completion Definition
- Overall : All : Attained the Vision Goal Completion Definition
- Overall : All : Completed Both Transfer-Level Math and English Within the District in the First Year
- Overall : All : Retained from Fall to Spring at the Same College
- Foster Youth : Male : Attained the Vision Goal Completion Definition
- Foster Youth : Female : Attained the Vision Goal Completion Definition
- Filipino : Male : Attained the Vision Goal Completion Definition
- Black or African American : Female : Attained the Vision Goal Completion Definition
- LGBT : Male : Completed Both Transfer-Level Math and English Within the District in the First Year
- Black or African American : Male : Completed Both Transfer-Level Math and English Within the District in the First Year
- Black or African American : Female : Completed Both Transfer-Level Math and English Within the District in the First Year
- Native Hawaiian or other Pacific Islander : Female : Completed Both Transfer-Level Math and English Within the District in the First Year
- Disabled : Male : Completed Both Transfer-Level Math and English Within the District in the First Year
- Foster Youth : Female : Transferred to a Four-Year Institution
- Some other race : Male : Transferred to a Four-Year Institution
- Native Hawaiian or other Pacific Islander : Female : Transferred to a Four-Year Institution

Contact dropped students

Brief Description of Activity

Contact students who are dropped for non-payment to encourage re-enrollment .

Related Metrics

- Overall : All : Enrolled in the Same Community College

Expand Dual-Enrollment

Brief Description of Activity

Continue to expand dual enrollment and concurrent enrollment programs to encourage early enrollment at CSM.

Related Metrics

- Overall : All : Enrolled in the Same Community College

Caseload Model

Brief Description of Activity

Explore caseload strategies for counseling to support students' progress

Related Metrics

- Overall : All : Retained from Fall to Spring at the Same College
-

Guided Pathways

Brief Description of Activity

Our goal with Guided Pathways is for programs to map all of their courses and create easily accessible maps on their websites so students will understand what courses are necessary to complete a program or qualify for transfer, how long completion will take, and what opportunities for employment or further education they will have at the end of the program. Working with counseling, Guided Pathways will be designed to increase transfer and degree completion. Guided Pathways enables targeted counseling support for students to identify a career path within their first year of college.

Related Metrics

- Overall : All : Transferred to a Four-Year Institution
 - Overall : All : Attained the Vision Goal Completion Definition
-

Four-Year College/University Visits

Brief Description of Activity

Increase and diversify the number of 4-year campuses who visit the campus. Also, ensure that 4-year college representatives are housed in a variety of places on campus, including EOPS, the Village, and MCCDC.

Related Metrics

- Foster Youth : Male : Transferred to a Four-Year Institution
 - Foster Youth : Female : Transferred to a Four-Year Institution
 - Some other race : Male : Transferred to a Four-Year Institution
 - Native Hawaiian or other Pacific Islander : Female : Transferred to a Four-Year Institution
-

Peer Academic Support

Brief Description of Activity

Continue to expand peer academic support programs in math and English, specifically the use of embedded tutors and supplemental instruction to include courses that enroll large numbers of disproportionately impacted students. The main impediment to transfer is course completion, especially for our DI group. Providing academic support to students in targeted classes will enhance course completion and thus progress towards transfer.

Related Metrics

- Overall : All : Attained the Vision Goal Completion Definition
 - Overall : All : Completed Both Transfer-Level Math and English Within the District in the First Year
 - Black or African American : Female : Attained the Vision Goal Completion Definition
-

Thematic Composition Courses

Brief Description of Activity

Explore composition classes targeted for meta-majors (Ex: a composition class based around STEM topics).

Related Metrics

- Overall : All : Completed Both Transfer-Level Math and English Within the District in the First Year
-

Promise Scholars and EOPS

Brief Description of Activity

Encourage students to participate in Promise Scholars Program and/or EOPS. Both programs provide full-time students support with counseling, financial support, textbook support, and retention support.

Related Metrics

- Overall : All : Attained the Vision Goal Completion Definition
-

Parent Orientation Workshops

Brief Description of Activity

Expand/Create parent orientation workshops that are offered in person and recorded online to provide information on financial aid, work/school ratio, expectations, and ways to support their students- multiple times a year.

Related Metrics

- Foster Youth : Female : Retained from Fall to Spring at the Same College
 - Foster Youth : Male : Retained from Fall to Spring at the Same College
-

Expanded Office Hours

Brief Description of Activity

Have English, Math and Library faculty hold office hours/drop-in hours in the Village, EOPS, DRC, and MCCDC.

Related Metrics

- LGBT : Male : Attained the Vision Goal Completion Definition
 - LGBT : Male : Completed Both Transfer-Level Math and English Within the District in the First Year
 - Black or African American : Male : Completed Both Transfer-Level Math and English Within the District in the First Year
 - Black or African American : Female : Completed Both Transfer-Level Math and English Within the District in the First Year
 - Native Hawaiian or other Pacific Islander : Female : Completed Both Transfer-Level Math and English Within the District in the First Year
 - Disabled : Male : Completed Both Transfer-Level Math and English Within the District in the First Year
-

Math Faculty for DI groups

Brief Description of Activity

Hire math instructor(s) that will specifically work with disproportionately impacted student populations, make sure that is outlined in the job posting (eg., posting for working with men of color).

Related Metrics

- Black or African American : Male : Completed Both Transfer-Level Math and English Within the District in the First Year
- Black or African American : Female : Completed Both Transfer-Level Math and English Within the District in the First Year

- Native Hawaiian or other Pacific Islander : Female : Completed Both Transfer-Level Math and English Within the District in the First Year
-

Learning Communities and Math

Brief Description of Activity

Explore adding a math track to learning community course offerings.

Related Metrics

- Black or African American : Male : Completed Both Transfer-Level Math and English Within the District in the First Year
 - Black or African American : Female : Completed Both Transfer-Level Math and English Within the District in the First Year
 - Native Hawaiian or other Pacific Islander : Female : Completed Both Transfer-Level Math and English Within the District in the First Year
-

Expanding Honors Programming

Brief Description of Activity

Strategic marketing to change the mindset of who is an “Honors” student and who belongs in the program.

Related Metrics

- Foster Youth : Male : Transferred to a Four-Year Institution
 - Foster Youth : Female : Transferred to a Four-Year Institution
 - Some other race : Male : Transferred to a Four-Year Institution
 - Native Hawaiian or other Pacific Islander : Female : Transferred to a Four-Year Institution
-

Outreach and Marketing

Brief Description of Activity

Direct outreach activities, marketing materials, and PEP to target disproportionately impacted student populations, specifically Foster Youth and Previously incarcerated students.

Related Metrics

- Overall : All : Enrolled in the Same Community College
-

Promote Financial Aid

Brief Description of Activity

Expand partnerships with financial aid office to promote and encourage FAFSA/DA/BOG completion. Data shows students receiving aid persist at a greater rate.

Related Metrics

- Native Hawaiian or other Pacific Islander : Female : Attained the Vision Goal Completion Definition
- Native Hawaiian or other Pacific Islander : Male : Attained the Vision Goal Completion Definition
- Previously Incarcerated Students : Male : Attained the Vision Goal Completion Definition
- Previously Incarcerated Students : Female : Attained the Vision Goal Completion Definition
- LGBT : Female : Attained the Vision Goal Completion Definition
- Foster Youth : Male : Attained the Vision Goal Completion Definition
- Foster Youth : Female : Attained the Vision Goal Completion Definition

- Filipino : Male : Attained the Vision Goal Completion Definition
- Black or African American : Female : Attained the Vision Goal Completion Definition
- Undocumented Students : Female : Enrolled in the Same Community College
- Undocumented Students : Male : Enrolled in the Same Community College

Free Textbooks or textbook vouchers

Brief Description of Activity

Continue to work across campus to decrease textbook costs. For DI groups, work with Learning Communities to provide textbook vouchers and/or have more textbooks on reserve. Specific plans in progress for Fall 2019 include a book-loaner program for the Mana Learning Community, Umoja Learning Community and expansion of EOPS loaner program.

Related Metrics

- LGBT : Male : Attained the Vision Goal Completion Definition
- Native Hawaiian or other Pacific Islander : Female : Attained the Vision Goal Completion Definition
- Native Hawaiian or other Pacific Islander : Male : Attained the Vision Goal Completion Definition
- Previously Incarcerated Students : Male : Attained the Vision Goal Completion Definition
- Previously Incarcerated Students : Female : Attained the Vision Goal Completion Definition
- LGBT : Female : Attained the Vision Goal Completion Definition
- Overall : All : Attained the Vision Goal Completion Definition
- Foster Youth : Male : Attained the Vision Goal Completion Definition
- Foster Youth : Female : Attained the Vision Goal Completion Definition
- Filipino : Male : Attained the Vision Goal Completion Definition
- Black or African American : Female : Attained the Vision Goal Completion Definition
- Economically Disadvantaged : Female : Completed Both Transfer-Level Math and English Within the District in the First Year
- Undocumented Students : Female : Enrolled in the Same Community College
- Undocumented Students : Male : Enrolled in the Same Community College

Continue to support and expand Project Change

Brief Description of Activity

A need for intentional programming and support for previously incarcerated students on community college campuses is evident as students who have participated in the Project Change program at CSM have discussed. In interviews with students, they have shared that support provided through Project Change helped them transition to CSM, despite the fact that many had not initially viewed themselves as college students. Many incarcerated youth are denied educational experiences while incarcerated, if they have completed a high school diploma or equivalent. Findings from our internal studies at CSM suggest that even those students allowed to go to school while incarcerated may disengage from school once they are released due to their negative experiences with recycled education. One way Project Change has actively sought to support students' education is to offer a "Keys to Success" course as students' introductory college course. The course explores the historical origins of the school-prison nexus, encourages students to (re)create their own college identities through educational maps and activities, and allows them to explore career options. Exposing incarcerated youth to college courses while incarcerated allows for students to begin to see themselves as college students. Once students are ready to enroll in community college, Project Change's wrap-around services within the community college can ease the transition for previously incarcerated students. Providing knowledgeable financial aid and academic counseling support will be key in helping students succeed within community college. Support-services for previously incarcerated students on campus need to focus on supporting students academically, and scaffolding to ensure students are successful in their early post-secondary coursework. Support mechanisms can include mentoring, supplementary instruction, and tutoring. While first year success is important for all students, for PIY the stakes are higher. Intentional programmatic support within their first-year of community college can mitigate challenges that might disrupt them from their educational trajectories. A knowledgeable and caring program can help students feel at home within the college and strengthen their sense of belonging as well as their college identity.

Related Metrics

- Previously Incarcerated Students : Male : Attained the Vision Goal Completion Definition
- Previously Incarcerated Students : Female : Attained the Vision Goal Completion Definition

Continue to support and expand the Multicultural and Dream Center (MCCDC)

Brief Description of Activity

The Multicultural and Dream Center is a high-quality program that provides culturally relevant and equity-minded student support services to underrepresented students and communities including AB540/Undocumented Students, Former Foster Youth, ESL, & LGBTQIA individuals. Additionally the MCCDC staff and faculty partner with the Professional Development Coordinator to provide trainings to the campus, which include Undocu-Ally, SafeZone trainings, and presentations on equity and intersectionality. The MCCDC strives to create a student-led and student-centered space rooted in social justice and community empowerment. Participants within the MCCDC are provided wrap-around services which include academic and personal counseling, computer lab, space to study as well as additional program services. MCCDC follows a caseload model and provides targeted support to 45 students per semester who meet criteria consistent with underrepresented students identified in the Student Equity Plan. These 45 students receive textbook support, school supplies, participate in student success, career and/or social-justice workshops, and are required to meet with MCCDC counselors twice a semester. While the MCCDC is a support to all of their participants (all of which are from historically underserved populations), for the purposes of the Equity Plan we will discuss activities that specifically target the DI populations of those who identify as either foster youth/former foster youth and members of the LBGTQ+ community. Dream Center Resources: Services and referrals include DACA renewal workshops, Legal Clinic referrals, Dream Act Workshops, trips to conferences about undocumented concerns and resources, and a weekly space for undocumented concerns and events called Undocu-Circle. Additionally, the MCCDC has helped to create the SMCCD Dream Center Taskforce which collaborates on events and works to advocate for district-wide policies that support undocumented students. MCCDC Scholar Internship Program: The MCCDC Scholar Internship Program is intended to build peer-to-peer empowerment through culturally relevant and equity-minded student support services. Scholar Interns include a foci on the following areas: Undocumented Community Intern, Foster Youth Community Intern, LGBT+ community intern, and a Basic Needs Intern.

Related Metrics

- LGBT : Male : Attained the Vision Goal Completion Definition
- Foster Youth : Female : Retained from Fall to Spring at the Same College
- Foster Youth : Male : Retained from Fall to Spring at the Same College
- LGBT : Female : Attained the Vision Goal Completion Definition
- Foster Youth : Male : Attained the Vision Goal Completion Definition
- Foster Youth : Female : Attained the Vision Goal Completion Definition
- LGBT : Male : Completed Both Transfer-Level Math and English Within the District in the First Year
- Foster Youth : Male : Transferred to a Four-Year Institution
- Foster Youth : Female : Transferred to a Four-Year Institution
- LGBT : Male : Enrolled in the Same Community College
- Undocumented Students : Female : Enrolled in the Same Community College
- Undocumented Students : Male : Enrolled in the Same Community College

Continuing support of high-performance cohort programs

Brief Description of Activity

Continued support and expansion of high-performance programs like EOPS, Mana, Puente, Umoja, Year One, and Project Change.

Related Metrics

- Native Hawaiian or other Pacific Islander : Female : Attained the Vision Goal Completion Definition

- Native Hawaiian or other Pacific Islander : Male : Attained the Vision Goal Completion Definition
- Previously Incarcerated Students : Male : Attained the Vision Goal Completion Definition
- Previously Incarcerated Students : Female : Attained the Vision Goal Completion Definition
- Black or African American : Female : Attained the Vision Goal Completion Definition
- Economically Disadvantaged : Female : Completed Both Transfer-Level Math and English Within the District in the First Year



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2019-06-27

Details

Assurances

• I have read the legislation [Education Code 78220](#) and am familiar with the goals, terms and conditions of the Student Equity Plan, as well as the requirements of Student Equity & Achievement legislation ([Education Code 78222](#)).

Progress & Success

Process & Schedule

Skyline College's Stewardship for Equity, Equal Employment and Diversity (SEED) committee has oversight of the college's equity initiatives. In an effort to evaluate the progress the college is making in the areas addressed in the Student Equity Plan, SEED will facilitate the following at its April meeting: • Annual activity and budget presentation by units receiving equity funding • Partner with Planning, research and Institutional Effectiveness (PRIE) office for annual presentation on status of disproportionately impacted populations • Share findings with Executive Administration, Division Deans, Academic Senate and other shared governance entities at the opening Flex Day

Success Criteria

How will your college ensure coordination across student equity-related categorical programs or campus-based programs? Skyline College has a Division of Student Equity and Support Programs (SESP) that has administrative oversight for the equity-related categorical programs and the Student Equity Plan. Coordination is achieved through monthly meetings between the division dean and programs directors/faculty coordinators. Each monthly meeting consists of planning coordinated efforts between the programs, analyzing success data and goal setting. The following efforts represent current levels of coordination between the programs: • Lunch and Learn Success Strategy Workshops • Shared Counseling Support for students in multiple programs • Data sharing and analysis • Assessing Alignment to Comprehensive College Redesign and Guided Pathways

Executive Summary

http://skylinecollege.edu/studentequitydivision/assets/documents/SkylineCollege_StudentEquityPlan2019.pdf

Metrics

Overall Student Population

Metric	Baseline	Goal	Equity Change
Transferred to a Four-Year Institution	1540	1600	+3.9%
Attained the Vision Goal Completion Definition	776	1038	+33.76%
Completed Both Transfer-Level Math and English Within the District in the First Year	240	350	+45.83%
Retained from Fall to Spring at the Same College	5741	6000	+4.51%
Enrolled in the Same Community College	9450	10000	+5.82%

Disproportionately Impacted (DI) Student Groups

Demographic	Gender	Metric	Baseline	Goal	Equity Change
Veteran	Male	Transferred to a Four-Year Institution	22	22	0% ◀ ▶
Foster Youth	Male	Transferred to a Four-Year Institution	5	5	0% ◀ ▶
Foster Youth	Female	Transferred to a Four-Year Institution	6	8	+33.33% ▶▶◀
Some other race	Female	Transferred to a Four-Year Institution	8	10	+25% ◀ ▶
Native Hawaiian or other Pacific Islander	Male	Transferred to a Four-Year Institution	3	5	+66.67% ▶▶◀
Filipino	Male	Transferred to a Four-Year Institution	97	102	+5.15% ▶▶◀
Black or African American	Female	Transferred to a Four-Year Institution	18	21	+16.67% ▶▶◀
American Indian or Alaska Native	Female	Transferred to a Four-Year Institution	1	1	0% ◀ ▶
Disabled	Female	Transferred to a Four-Year Institution	55	56	+1.82% ◀ ▶
Veteran	Male	Attained the Vision Goal Completion Definition	7	13	+85.71% ▶▶◀
LGBT	Male	Attained the Vision Goal Completion Definition	5	6	+20% ◀ ▶
LGBT	Female	Attained the Vision Goal Completion Definition	5	11	+120% ▶▶◀
Foster Youth	Male	Attained the Vision Goal Completion Definition	2	4	+100% ▶▶◀
White	Male	Attained the Vision Goal Completion Definition	52	58	+11.54% ◀ ▶
Native Hawaiian or other Pacific Islander	Male	Attained the Vision Goal Completion Definition	2	3	+50% ▶▶◀
Native Hawaiian or other Pacific Islander	Female	Attained the Vision Goal Completion Definition	3	5	+66.67% ▶▶◀
More than one race	Male	Attained the Vision Goal Completion Definition	10	15	+50% ▶▶◀
Black or African American	Male	Attained the Vision Goal Completion Definition	6	10	+66.67% ▶▶◀
Black or African American	Female	Attained the Vision Goal Completion Definition	7	12	+71.43% ▶▶◀
American Indian or Alaska Native	Male	Attained the Vision Goal Completion Definition	0	1	0% ◀ ▶
American Indian or Alaska Native	Female	Attained the Vision Goal Completion Definition	0	1	0% ◀ ▶
Disabled	Male	Attained the Vision Goal Completion Definition	18	19	+5.56% ◀ ▶
Veteran	Male	Completed Both Transfer-Level Math and English Within the District in the First Year	0	3	+200% ▶▶◀
LGBT	Female	Completed Both Transfer-Level Math and English Within the District in the First Year	1	4	+300% ▶▶◀

Demographic	Gender	Metric	Baseline	Goal	Equity Change
Hispanic or Latino	Male	Completed Both Transfer-Level Math and English Within the District in the First Year	21	41	+95.24% ▯▮
Hispanic or Latino	Female	Completed Both Transfer-Level Math and English Within the District in the First Year	29	37	+27.59% ▮▯
Black or African American	Male	Completed Both Transfer-Level Math and English Within the District in the First Year	1	3	+200% ▯▮
Black or African American	Female	Completed Both Transfer-Level Math and English Within the District in the First Year	0	2	+100% ▯▮
Disabled	Male	Completed Both Transfer-Level Math and English Within the District in the First Year	1	5	+400% ▯▮
Disabled	Female	Completed Both Transfer-Level Math and English Within the District in the First Year	2	5	+150% ▯▮
LGBT	Male	Retained from Fall to Spring at the Same College	48	56	+16.67% ▯▮
White	Male	Retained from Fall to Spring at the Same College	432	462	+6.94% ▯▮
White	Female	Retained from Fall to Spring at the Same College	483	524	+8.49% ▯▮
Black or African American	Male	Retained from Fall to Spring at the Same College	48	67	+39.58% ▮▯
Black or African American	Female	Retained from Fall to Spring at the Same College	77	89	+15.58% ▯▮
LGBT	Male	Enrolled in the Same Community College	130	159	+22.31% ▯▮
LGBT	Female	Enrolled in the Same Community College	237	256	+8.02% ▯▮
Foster Youth	Male	Enrolled in the Same Community College	37	49	+32.43% ▯▮
Foster Youth	Female	Enrolled in the Same Community College	40	61	+52.5% ▯▮
White	Male	Enrolled in the Same Community College	804	874	+8.71% ▯▮
White	Female	Enrolled in the Same Community College	938	976	+4.05% ▮▯
Some other race	Male	Enrolled in the Same Community College	27	67	+148.15% ▯▮
Some other race	Female	Enrolled in the Same Community College	33	70	+112.12% ▯▮
Native Hawaiian or other Pacific Islander	Male	Enrolled in the Same Community College	61	89	+45.9% ▯▮
Native Hawaiian or other Pacific Islander	Female	Enrolled in the Same Community College	73	100	+36.99% ▯▮
Black or African American	Male	Enrolled in the Same Community College	185	211	+14.05% ▯▮
Black or African American	Female	Enrolled in the Same Community College	222	288	+29.73% ▯▮

Demographic	Gender	Metric	Baseline	Goal	Equity Change
American Indian or Alaska Native	Female	Enrolled in the Same Community College	17	24	+41.18% ▸▸▸◀

Additional Categories

No population groups selected.

Activities

Access: Promise Scholars Program

Brief Description of Activity

The Promise Scholars Program provides incoming full-time students a full scholarship for two years, text book assistance, transportation vouchers, and academic and professional support. The program is open to first-time college students who can commit to attending Skyline College full-time (12 units minimum per semester, with 15 units highly encouraged). The intention of the Promise Scholars Program is to accelerate your path toward achieving your educational goals, whether you hope to earn a certificate, an associate degree, or complete general education requirements to successfully transfer to a four-year institution. This is more than a scholarship. The program aims to provide all Scholars a supportive, engaged, and inclusive community – a home on campus. We expect all students in the program to regularly participate in counseling, career development, and utilize the program’s academic resources. □ Promise Scholars Program eliminates direct costs for tuition, fees, books and transportation for 750 students per academic year □ 80% of Promise Scholars cohort will be designated for low-income, first generation, foster and students facing housing security

Related Metrics

- Overall : All : Enrolled in the Same Community College

Access: Middle College

Brief Description of Activity

Middle College is an alternative education program offered by the South San Francisco Unified School District and San Mateo Union High School District in collaboration with Skyline College that provides high school students with an exciting and challenging learning environment where they can take control of their own education, complete high school graduation, and begin accumulating college credits. The Middle College is located on the Skyline College campus in San Bruno. Middle College students complete the requirements for high school graduation while enrolled in college courses on the Skyline College campus. Students take their high school courses that include self-development and college & Career exploration. Students can save \$25,000 in college expenses. Middle College at Skyline College offers: A mature alternative to the traditional high school environment A chance to get a head start on your college degree while earning your high school diploma A transition to college in a flexible, supportive and academically enriched environment A refreshing challenge with increased individual attention FREE Tuition

Related Metrics

- Overall : All : Enrolled in the Same Community College

Access: Dual Enrollment

Brief Description of Activity

Dual enrollment classes allow high school students to earn college credit while you take your high school courses. Students receive both high school and college credit for specific courses taken at their high school. Dual enrollment courses are currently available to students at Jefferson Union High School District, South San Francisco Unified High School District and San Mateo High School District. □ Dual enrollment partnership with all four high school districts, CCAP.

Related Metrics

- Overall : All : Enrolled in the Same Community College
-

Access: Counselor Liaison Program

Brief Description of Activity

Counselor Liaison Program at local feeder high schools completing all SSSP steps at the high school site.

Related Metrics

- Overall : All : Enrolled in the Same Community College
-

Access: Herman@s and Kapitiran Programs

Brief Description of Activity

Herman@s and Kapitiran programs for concurrent enrollment of Latinx and Filipino students.

Related Metrics

- Overall : All : Enrolled in the Same Community College
-

Access: Skyline NOW (Nights Online and Weekends)

Brief Description of Activity

Skyline College NOW is a new way for working adults to earn a degree in a format that is convenient for you. An Associate Degree for Transfer in Business Administration will begin in fall 2019. The program includes... Accelerated program of short courses to meet the needs of working students Face-to-face meetings, digital learning and meaningful engagement Program-specific guidance and support services Cohort-based learning Includes on-boarding/program launch meeting

Related Metrics

- Overall : All : Enrolled in the Same Community College
-

Access: Zero Text Cost (ZTC) and Open Educational Resources (OER)

Brief Description of Activity

Skyline College recognizes the continued high cost of textbooks as a barrier that impacts student success. Although there are some Skyline College faculty who utilize zero-textbook cost (ZTC) materials and/or open educational resources (OER), the vast majority use traditional textbooks. Inability to afford textbooks and course materials is an equity issue and it can be addressed through ZTC & OER adoption. Skyline College's goal is to promote ZTC & OER awareness and ongoing support for faculty to encourage ZTC & OER adoption.

Related Metrics

- Overall : All : Enrolled in the Same Community College
-

Retention: Promise Scholars

Brief Description of Activity

The Promise Scholars Program provides incoming full-time students a full scholarship for two years, text book assistance, transportation vouchers, and academic and professional support. The program is open to first-time college students who can commit to attending Skyline College full-time (12 units minimum per semester, with 15 units highly encouraged). The intention of the Promise Scholars Program is to accelerate your path toward achieving your educational goals, whether you hope to earn a certificate, an associate degree, or complete general education requirements to successfully transfer to a four-year institution. This is more than a scholarship. The program aims to provide all Scholars a supportive, engaged, and inclusive community – a home on campus. We expect all students in the program to regularly participate in counseling, career development, and utilize the program's academic resources. □ Promise Scholars Program eliminates direct costs for tuition, fees, books and transportation for 750 students per academic year □ 80% of Promise Scholars cohort will be designated for low-income, first generation, foster and students facing housing security

Related Metrics

- Overall : All : Retained from Fall to Spring at the Same College
-

Retention: MyMajors and Meta Major Counseling

Brief Description of Activity

□ Implementation of MyMajors to survey students career and program interests; results are utilized in first counseling appointment □ Establishment of Meta Major Counseling □ Adoption of “needs based counseling model” that supports students based on “high, medium, and low” support needs of students

Related Metrics

- Overall : All : Retained from Fall to Spring at the Same College
-

Retention: Learning Communities

Brief Description of Activity

□ ASTEP, Puente, Kababayan and CIPHER learning communities support students from our marginalized populations Learning Communities (LC) allow students to enroll in a preset group of classes with other students who share the same passions, interests, or specific field of study. Students take classes together (between 1-3 semesters) and work closely with specific faculty and counselors assigned to their learning community and invested in student success.

Related Metrics

- Overall : All : Retained from Fall to Spring at the Same College
-

Retention: Communities of Practice

Brief Description of Activity

Communities of Practice (CoP) at Skyline College are a professional development opportunity to bring together small interdisciplinary teams of faculty, staff, and administrators (6-8) who will meet regularly throughout the academic year to discuss, strategize, address pedagogy or academia-related problem of mutual interest. The goal of each CoP will be to develop a work plan by October 2018 that outlines deliverables for the academic year. It is expected that each CoP will meet a minimum of once a month and present results of projects to the campus community on Flex Day, August 2019. The topic areas for the communities of practices this year are: Mathematics English Social Justice and Sustainability Service Learning Transformative Pedagogy and Practices Hybrid and Online Learning

Related Metrics

- Overall : All : Retained from Fall to Spring at the Same College
-

Completion of Transfer Level Math and English: Supplemental Instruction

Brief Description of Activity

The Learning Center (TLC) provides supplemental instruction, embedded tutors and tutoring supports for transfer level math and English Supplemental Instruction (SI) is an academic assistance program designed to help students succeed in traditionally difficult courses through voluntary group study sessions. Sessions are facilitated by SI Leaders, who are peers who have already successfully completed the targeted course.

Related Metrics

- Overall : All : Completed Both Transfer-Level Math and English Within the District in the First Year
-

Completion of Transfer Level Math and English: Embedded Tutors

Brief Description of Activity

□ English 105 and Math 120 have priority in embedded tutors

Related Metrics

- Overall : All : Completed Both Transfer-Level Math and English Within the District in the First Year
-

Completion of Transfer Level Math and English: Professional Development

Brief Description of Activity

The Center for Transformative Teaching and Learning (CTTL) and Student Equity and Support Programs develops Professional Development of faculty to develop culturally responsive teaching practices

Related Metrics

- Overall : All : Completed Both Transfer-Level Math and English Within the District in the First Year
-

Completion of Transfer Level Math and English: Communities of Practice

Brief Description of Activity

English and Math departments have developed communities of practice to address the affective domains of both students and faculty

Related Metrics

- Overall : All : Attained the Vision Goal Completion Definition
 - Overall : All : Completed Both Transfer-Level Math and English Within the District in the First Year
-

Completion of Transfer Level Math and English: Adoption of AB705 Standards

Brief Description of Activity

College has adopted AB705 metrics for assessment and placement into transfer level courses

Related Metrics

- Overall : All : Completed Both Transfer-Level Math and English Within the District in the First Year
-

Vision Goal Completion: Comprehensive Redesign & Guided Pathways

Brief Description of Activity

Skyline College is committed to empowering students to find success at every point in their educational journey. The Skyline College Promise is the College's commitment to empower students to reach their educational goal on time. To fulfill this commitment, Skyline College has embarked on a comprehensive college redesign. This effort encompasses the Skyline College Promise Scholars Program; developing meta-majors and guided pathways; making impactful changes to teaching and learning, and integrating efforts across the college.

Related Metrics

- Overall : All : Attained the Vision Goal Completion Definition
-

Vision Goal Completion: Skyline NOW

Brief Description of Activity

Skyline College NOW is a new way for working adults to earn a degree in a format that is convenient for you. An Associate Degree for Transfer in Business Administration will begin in fall 2019. The program includes... Accelerated program of short courses to meet the needs of working students Face-to-face meetings, digital learning and meaningful engagement Program-specific guidance and support services Cohort-based learning Includes on-boarding/program launch meeting

Related Metrics

- Overall : All : Attained the Vision Goal Completion Definition
-

Vision Goal Completion: SparkPoint Center

Brief Description of Activity

SparkPoint Center programming support to address financial literacy, hunger, and housing insecurity

Related Metrics

- Overall : All : Attained the Vision Goal Completion Definition
-

Transfer: Comprehensive Redesign & Guided Pathways

Brief Description of Activity

Skyline College is committed to empowering students to find success at every point in their educational journey. The Skyline College Promise is the College's commitment to empower students to reach their educational goal on time. To fulfill this commitment, Skyline College has embarked on a comprehensive college redesign. This effort encompasses the Skyline College Promise Scholars Program; developing meta-majors and guided pathways; making impactful changes to teaching and learning, and integrating efforts across the college.

Related Metrics

- Overall : All : Transferred to a Four-Year Institution
-

Transfer: Transfer Center Programming

Brief Description of Activity

Transfer Seminars are facilitated throughout the semester to inform students of the process and transfer options Transfer Awareness – activities hosted around transfer including a panel focusing on student within learning communities All day drop-in workshops during application period (September-November)

Related Metrics

- Foster Youth : Female : Transferred to a Four-Year Institution
-

Transfer: HBCU Tour

Brief Description of Activity

For three years, the college has supported students attending a tour of Historically Black Colleges and Universities (HBCU)

Related Metrics

- Foster Youth : Male : Transferred to a Four-Year Institution
-

Transfer: Transfer Culture Allies

Brief Description of Activity

Transfer Culture Allies in faculty at all levels throughout the institution

Related Metrics

- Overall : All : Transferred to a Four-Year Institution
-

Access: Future Over Everything Conference

Brief Description of Activity

The Future Over Everything Conference focused on connecting 150 African-American high school and college students with entrepreneurs, professionals and educators through engaging workshops and exciting panels. Throughout the day, participants had the opportunity to explore fields that will shape the future of this world.

Related Metrics

- Black or African American : Male : Enrolled in the Same Community College
-

Access: Future Over Everything Conference

Brief Description of Activity

The Future Over Everything Conference focused on connecting 150 African-American high school and college students with entrepreneurs, professionals and educators through engaging workshops and exciting panels. Throughout the day, participants had the opportunity to explore fields that will shape the future of this world.

Related Metrics

- Black or African American : Female : Enrolled in the Same Community College
-

Access: Rock the School Bells Conference

Brief Description of Activity

Rock the School Bells is a one-day conference aimed to empower and educate youth and students about the importance of higher education and career exploration through a culture that resonates with them. More than 2,000 youth and students from middle schools and high schools all over the bay area have attended the RTSB conference since its inception in 2007. It has served as an effective bridge to Skyline College as students embark on their educational journey through CIPHER.

Related Metrics

- Some other race : Male : Enrolled in the Same Community College
-

Access: Rock the School Bells Conference

Brief Description of Activity

Rock the School Bells is a one-day conference aimed to empower and educate youth and students about the importance of higher education and career exploration through a culture that resonates with them. More than 2,000 youth and students from middle schools and high schools all over the bay area have attended the RTSB conference since its inception in 2007. It has served as an effective bridge to Skyline College as students embark on their educational journey through CIPHER.

Related Metrics

- Some other race : Female : Enrolled in the Same Community College
-

Access: La Raza Conference

Brief Description of Activity

The La Raza Youth Conference is a one-day event in which Skyline College invites local Latinx high school students to campus to experience higher education while exploring and celebrating culture and identity. For many local students, this event is their first interaction with any postsecondary institution and allows students to begin thinking of themselves as college students. For graduating seniors, participating in the event reaffirms their interest in Skyline College, their major, or their career goals. Additionally, the program allows students to interact with college staff and faculty, building trust that the student can utilize once fully admitted to the college. Finally, this event provides a volunteer opportunity for Skyline College Puente students as a way to give back to the greater community and recruit the next Puente cohort.

Related Metrics

- Foster Youth : Male : Transferred to a Four-Year Institution
-

Access: La Raza Conference

Brief Description of Activity

The La Raza Youth Conference is a one-day event in which Skyline College invites local Latinx high school students to campus to experience higher education while exploring and celebrating culture and identity. For many local students, this event is their first interaction with any postsecondary institution and allows students to begin thinking of themselves as college students. For graduating seniors, participating in the event reaffirms their interest in Skyline College, their major, or their career goals. Additionally, the program allows students to interact with college staff and faculty, building trust that the student can utilize once fully admitted to the college. Finally, this event provides a volunteer opportunity for Skyline College Puente students as a way to give back to the greater community and recruit the next Puente cohort.

Related Metrics

- Foster Youth : Female : Enrolled in the Same Community College
-

Access: Safe Zone Training for Faculty, Staff and Administrators

Brief Description of Activity

Safe Zone trainings are opportunities to learn about LGBTQ+ identities, gender and sexuality, and examine prejudice, assumptions, and privilege.

Related Metrics

- LGBT : Male : Enrolled in the Same Community College
-

Access: Safe Zone Training for Faculty, Staff and Administrators

Brief Description of Activity

Safe Zone trainings are opportunities to learn about LGBTQ+ identities, gender and sexuality, and examine prejudice, assumptions, and privilege.

Related Metrics

- LGBT : Female : Enrolled in the Same Community College
-

Retention: Brothers Achieving Milestones

Brief Description of Activity

Brother's Achieving Milestones (BAM) program focusing supporting Pacific Islander, Latinx and African American men.

Related Metrics

- Black or African American : Male : Retained from Fall to Spring at the Same College
-

Retention: Women's Mentoring and Leadership Academy

Brief Description of Activity

The Women's Mentorship and Leadership Academy help women build bonds of sisterhood and encourage female empowerment. The Women's Mentorship and Leadership Academy or WMLA, is a program here at Skyline College that supports, motivates, teaches, and gives dozens of women a place to belong. The academy's goal is to impart knowledge on how to reach goals, whether they be educational, career, personal, or financial.

Related Metrics

- Black or African American : Female : Retained from Fall to Spring at the Same College
-

Retention: Financial Literacy and Coaching

Brief Description of Activity

Financial Coaching and Literacy support through SparkPoint Center, including programs to address hunger and housing insecurity.

Related Metrics

- White : Female : Retained from Fall to Spring at the Same College

Retention: Financial Literacy and Coaching

Brief Description of Activity

Financial Coaching and Literacy support through SparkPoint Center, including programs to address hunger and housing insecurity.

Related Metrics

- White : Male : Retained from Fall to Spring at the Same College
-

Retention: Cultural Competency Training

Brief Description of Activity

Provide Cultural Competency training through our Equity Training Series. Over 100 faculty, staff and administrators have completed the sequence of equity advancing workshops.

Related Metrics

- LGBT : Male : Retained from Fall to Spring at the Same College
-

Retention: Intercultural Center

Brief Description of Activity

Development and support of the Intercultural Center for intentional and systematic programming and space for historically marginalized students

Related Metrics

- LGBT : Male : Retained from Fall to Spring at the Same College
-

Retention: Retention Specialist EOPS/Guardian Scholars

Brief Description of Activity

Support Foster Youth with Retention Specialist (1.0) for EOPS/Guardian Scholars Program (GSP)

Related Metrics

- Black or African American : Male : Retained from Fall to Spring at the Same College
-

Retention: Retention Specialist EOPS/Guardian Scholars

Brief Description of Activity

Support Foster Youth with Retention Specialist (1.0) for EOPS/Guardian Scholars Program (GSP)

Related Metrics

- Black or African American : Female : Retained from Fall to Spring at the Same College
-

Completion of Transfer Level Math and English: Educational Access Center

Brief Description of Activity

Developed the Education Access Center (EAC) a collaborative entity combining supports from the Disability Resources Center, the Learning Commons and Math and English faculty.

Related Metrics

- Disabled : Male : Completed Both Transfer-Level Math and English Within the District in the First Year
-

Completion of Transfer Level Math and English: Educational Access Center

Brief Description of Activity

Developed the Education Access Center (EAC) a collaborative entity combining supports from the Disability Resources Center, the Learning Commons and Math and English faculty.

Related Metrics

- Disabled : Female : Completed Both Transfer-Level Math and English Within the District in the First Year
-

Completion of Transfer Level Math and English: Communities of Practice

Brief Description of Activity

Communities of Practice (CoP) at Skyline College are a professional development opportunity to bring together small interdisciplinary teams of faculty, staff, and administrators (6-8) who will meet regularly throughout the academic year to discuss, strategize, address pedagogy or academia-related problem of mutual interest. The goal of each CoP will be to develop a work plan by October 2018 that outlines deliverables for the academic year. It is expected that each CoP will meet a minimum of once a month and present results of projects to the campus community on Flex Day, August 2019. The topic areas for the communities of practices this year are: Mathematics English Social Justice and Sustainability Service Learning Transformative Pedagogy and Practices Hybrid and Online Learning

Related Metrics

- Black or African American : Male : Completed Both Transfer-Level Math and English Within the District in the First Year
-

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Related Metrics

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Related Metrics

- Hispanic or Latino : Male : Completed Both Transfer-Level Math and English Within the District in the First Year
-

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Related Metrics

- LGBT : Female : Completed Both Transfer-Level Math and English Within the District in the First Year
-

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Related Metrics

- Veteran : Male : Completed Both Transfer-Level Math and English Within the District in the First Year
-

Vision Goal Completion: Comprehensive Redesign and Guided Pathways

Brief Description of Activity

Skyline College is committed to empowering students to find success at every point in their educational journey. The Skyline College Promise is the College's commitment to empower students to reach their educational goal on time. To fulfill this commitment, Skyline College has embarked on a comprehensive college redesign. This effort encompasses the Skyline College Promise Scholars Program; developing meta-majors and guided pathways; making impactful changes to teaching and learning, and integrating efforts across the college.

Related Metrics

- Veteran : Male : Attained the Vision Goal Completion Definition
-

Vision Goal Completion: Comprehensive Redesign and Guided Pathways

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Related Metrics

- LGBT : Male : Attained the Vision Goal Completion Definition
-

Vision Goal Completion: Comprehensive Redesign and Guided Pathways

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Related Metrics

- LGBT : Female : Attained the Vision Goal Completion Definition
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Related Metrics

- Foster Youth : Male : Attained the Vision Goal Completion Definition
-

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Related Metrics

- White : Male : Attained the Vision Goal Completion Definition
-

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Related Metrics

- Native Hawaiian or other Pacific Islander : Male : Attained the Vision Goal Completion Definition
-

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Related Metrics

- Native Hawaiian or other Pacific Islander : Female : Attained the Vision Goal Completion Definition
-

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Related Metrics

- More than one race : Male : Attained the Vision Goal Completion Definition
-

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Related Metrics

- Black or African American : Male : Attained the Vision Goal Completion Definition
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Related Metrics

- Black or African American : Female : Attained the Vision Goal Completion Definition
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Related Metrics

- American Indian or Alaska Native : Male : Attained the Vision Goal Completion Definition
-

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Related Metrics

- American Indian or Alaska Native : Female : Attained the Vision Goal Completion Definition
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Related Metrics

- Disabled : Male : Attained the Vision Goal Completion Definition
-

Transfer: Transfer Center Programs and Services

Brief Description of Activity

Establish Transfer Mentors network (match alumni who have transferred with current NC students) Targeted in-class workshops on transfer preparedness (Umoja and Puente) Dedicated transfer services for African American and Latinx students Implemented Lunch and Learn workshops for students in the Categorical Programs to support transfer

Related Metrics

- Foster Youth : Male : Transferred to a Four-Year Institution
-

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Related Metrics

- Some other race : Female : Transferred to a Four-Year Institution
-

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Related Metrics

- Native Hawaiian or other Pacific Islander : Male : Transferred to a Four-Year Institution
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Related Metrics

- Filipino : Male : Transferred to a Four-Year Institution
-

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Related Metrics

- American Indian or Alaska Native : Female : Transferred to a Four-Year Institution
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Brief Description of Activity

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Related Metrics

- Disabled : Female : Transferred to a Four-Year Institution
-

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Related Metrics

- Veteran : Male : Transferred to a Four-Year Institution
-

Transfer: HBCU Tour

Brief Description of Activity

Related Metrics

- Black or African American : Female : Transferred to a Four-Year Institution



California
Community
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Board of Trustees
3401 CSM Drive, San Mateo, CA 94402
P: (650) 574-6550 F: (650) 574-6566
www.smccd.edu

April 10, 2019

Ms. Rhonda Mohr
Vice Chancellor
Student Services and Special Programs
California Community Colleges Chancellor's Office
1102 Q Street, 6th Floor
Sacramento, CA 958111

RE: Request for an Extension on submission of Student Equity Plans

Dear Vice Chancellor Mohr:

On behalf of its three colleges (Cañada College, College of San Mateo, and Skyline College), the San Mateo County Community College District (SMCCCD) is requesting a ninety (90) day extension for the submission of the Student Equity Plans. The late release of the data and plan template from the CCCCCO to inform this process does not allow adequate time before the June 30 deadline to identify disproportionately impacted groups, specify interventions to address identified equity gaps, and engage the campus community as needed in the review and approval of the plan. This extension will allow Cañada College, College of San Mateo and Skyline College to engage all constituents in dialogue through their governance processes to approve the Student Equity Plans. It is anticipated that with this extension the SMCCCD Board of Trustees will review and approve these plans on September 25, 2019.

Thank you for your consideration of this request. Should you have any questions or need additional information, please contact Dr. Aaron McVean, Vice Chancellor for Educational Services and Planning at (650) 358-6803.

Sincerely,

A handwritten signature in blue ink, appearing to read "Maurice Goodman", is written over a light blue horizontal line.

Maurice Goodman
President
Board of Trustees

C: Ron Galatolo, Chancellor
Regina Stanback Stroud, President, Skyline College
Jamillah Moore, President, Cañada College
Mike Claire, President, College of San Mateo
Aaron McVean, Vice Chancellor of Educational Services and Planning

BOARD REPORT NO. 19-9-104B

TO: Members of the Board of Trustees
FROM: Michael Claire, Acting Chancellor
PREPARED BY: Mitchell Bailey, Vice Chancellor/Chief of Staff, 574-6510

APPROVAL OF APPOINTMENTS TO BOND OVERSIGHT COMMITTEE

Earlier in the year, the Board directed staff to implement an application process for recruiting and recommending candidates for appointment to positions on the District's Citizens' Bond Oversight Committee. Additionally, at that time, the Board expressed an interest in interviewing candidates for these positions who had applied to serve on the Bond Oversight Committee.

As directed, staff developed an application process, similar in style and approach to those used by other districts (K-12 and community college). The application was distributed by email to more than 400 individuals and posted on the District's homepage. Additionally, two notices were published in the *San Mateo Daily Journal*. As a result of this outreach, the District received only one application. As a result, the Board directed staff to undertake additional outreach, which it did. The additional outreach to community leaders and advertisements in the Daily Journal have not yielded any additional applications. As a result, staff is recommending reappointment/appointment of the following individuals to the District's Bond Oversight Committee (per the June 26, 2019 Board discussion):

Reappointment:

- **James Ruigomez** to fill a community member seat. He has served one term and serves as the current chair of the committee. Mr. Ruigomez is the Business Manager/Executive Officer of the Building and Construction Trades Council of San Mateo County, AFL-CIO. For 30 years, he has been employed by different union drywall contractors under the jurisdiction of the Painters and Allied Trades District Council 16. Mr. Ruigomez has held a variety of leadership positions with organized labor, including treasurer, financial secretary, trustee and president of Painters & Drywall Finisher Union Local 913. He currently serves as a member of the Peninsula Clean Energy Citizens Advisory Committee, NOVA Workforce Development Board, San Mateo County Community Alliance, and the San Mateo County Central Labor Council, where he serves as second vice president.
- **Shelley Kessler** to fill a community member seat. She has served for one term as a representative of a taxpayer organization. She is no longer eligible to serve under this category, therefore, she is recommended for an at-large community member seat. Ms. Kessler is the former Executive Secretary-Treasurer of the San Mateo County Central Labor Council, where she worked for more than thirty years. She is a 35-year member of the International Association of Machinists and Aerospace Workers as well as having served as a Vice-President of the California State Labor Federation. Ms. Kessler holds two Bachelor of Arts degrees from Sonoma State College.

- **William Rundberg** to fill the seat of an affiliated organization. He has served one term on the committee representing the affiliated organization of the District Retirees. Mr. Rundberg joined the mathematics faculty at College of San Mateo in 1967. Prior to that, he taught mathematics at Washington High School in Fremont, and was a mathematics Instructor at Arizona State University. Beginning in the 1970s, his assignment included courses in computer programming. Since retiring in 2000, he has conducted workshops in mathematics for local school teachers; has participated in an ongoing oral history project for recording of interviews with former District employees and students; has been developing a database, with website, displaying photographs from the history of the District back to its early days.

Appointment:

- **Rocsana Enriquez** to fill a community member seat. Ms. Enriquez currently serves as chair of the Trauma Transformed Advisory Committee, GreatSchools' Parent Council and Hip Housing. She is an active parent leader, community organizer and advocate for education in San Mateo County. Ms. Enriquez has a BA in Justice Studies from San Jose State University and has a passion for wellness, particularly for young people, and teaches yoga to young people in juvenile hall.
- **Ariana Davarpanah** to fill the student representative seat. She is a student at College of San Mateo. Ms. Davarpanah is a member of the Associated Students of College of San Mateo and serves as their Advocacy Board Chair. She started at College of San Mateo as a high school student (concurrent enrollment) and continued after her graduation. She is also a member of Phi Theta Kappa Honor Society and the Honors Club, where she serves in a leadership position in both groups.

RECOMMENDATION

It is recommended that the Board approve the reappointment of James Ruigomez, Shelley Kessler and William Rundberg for a two year term and the appointment of Rocsana Enriquez and Ariana Davarpanah for a two year term to the Bond Oversight Committee.

BOARD REPORT NO. 19-9-2C

TO: Members of the Board of Trustees
FROM: Michael Claire, Acting Chancellor
PREPARED BY: David Feune, Director, Human Resources, 358-6775

**REMINDER OF CALPERS VESTING REQUIREMENTS AND
ACTIONS TAKEN BY THE BOARD IN JUNE 2015**

At recent meetings, there were references to prior District actions regarding retiree benefits. As a result, the Board has requested staff to provide information on the CalPERS vesting schedules that were approved by the Board in June 2015 through the adoption of Resolutions Nos. 15-12 through 15-20 (accessible at <https://downloads.smccd.edu/file?s=/sites/downloads/BoT&du=/sites/downloads/BoT/Packets/2015-06-10%20Packet.pdf>), and implemented with CalPERS effective January 1, 2016.

Under the agreement with the CalPERS Health Plan System at that time (2015), the District was required to pay a monthly contribution toward the medical premiums of all PERS and STRS retirees regardless of the negotiated tiered retiree fringe benefits that includes medical coverage at no cost for certain qualifying District retirees, and other tiers of reduced option medical benefits for other employees, pursuant to their date of hire. The adoption of the resolutions to establish the negotiated District retiree tiers with CalPERS was just a formality. The District did not make changes to current retiree health benefits.

Through December 31, 2015, the District paid a monthly contribution toward medical coverage for those persons who did not qualify for District retiree benefits, but who were still provided medical coverage as part of the District group by the CalPERS Health Plan System. These individuals were PERS or STRS retirees and their medical premiums were partially or fully charged to the District through the monthly contribution. There were 79 individuals in this group with the yearly cost of \$473,117 to the District. With the adoption of the resolutions, the District no longer had to pay for persons who do not qualify for District retiree benefits. This was a short term and long term savings to the District.

It should be noted that the California School Employees Association (CSEA) filed an unfair practice charge against the District relating to these changes. A hearing was held at the Public Employment Relations Board (PERB) and the administrative law judge who was assigned to the case dismissed the complaint and underlying unfair practice charge.