

**Minutes of the Study Session of the Board of Trustees  
San Mateo County Community College District  
September 14, 2016, San Mateo, CA**

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

**Board Members Present:** President Dave Mandelkern, Vice President Thomas Mohr, Trustees Maurice Goodman, Richard Holober and Karen Schwarz

**ANNOUNCEMENT OF CLOSED SESSION ITEMS FOR DISCUSSION**

President Mandelkern said that during Closed Session, the Board will (2) hold a conference with agency labor negotiator Eugene Whitlock; the employee organizations are AFT and CSEA, and (2) hold a conference with legal counsel regarding one case of existing litigation as listed on the printed agenda.

**STATEMENTS FROM THE PUBLIC ON CLOSED SESSION ITEMS ONLY**

None

**RECESS TO CLOSED SESSION**

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

**RECONVENE TO OPEN SESSION**

The Board reconvened to Open Session at 6:13 p.m.

**Board Members Present:** President Dave Mandelkern, Vice President Thomas Mohr, Trustees Maurice Goodman, Richard Holober and Karen Schwarz, Student Trustee Dennis Zheng

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

President Mandelkern said he would like to comment in light of the current controversy surrounding standing for the Pledge of Allegiance or the national anthem. He said he supports freedom of expression and applauds a professional athlete who takes seriously his responsibility as a role model. He said he personally disagrees that failure to stand for the Pledge or anthem shows disrespect for the military; he said he believes this is an unrelated topic. President Mandelkern said he understands that some may find that there is hypocrisy in the Pledge of Allegiance, with the last line reading “. . . indivisible, with liberty and justice for all.” He said it is clear that the nation is divided and, arguably, that not all members of society receive equal justice at this time. He said he understands why some would feel a need to protest and they have a right under our Constitution to exercise that protest. He said that while he understands and sympathizes with those concerns, he personally will choose to stand for the Pledge of Allegiance and he also stands for the national anthem at athletic events. President Mandelkern said he sees the Pledge and national anthem as aspirational for what we hope to become as one united nation. He said the Preamble to the Constitution begins with “In order to form a more perfect union.” He said the founders of the country did not state that they had created a perfect union. He said he believes the country is a work in progress. He said we have made terrible mistakes as a nation, some of which are indeed reprehensible in hindsight. However, as a nation we correct our mistakes, make amends, and move forward together to build a better country. President Mandelkern said that in his mind, this is not a case of trying to make America great again, but that our greatest days are ahead of us when we work together as one country. He said he believes in the America of tomorrow being a better America than what we have today. In that spirit, President Mandelkern said he is proud to stand to recite the Pledge of Allegiance. He said others may choose to join or not join him and he will respect each individual’s decision.

**Pledge of Allegiance**

Following recitation of the Pledge of Allegiance, there was a brief discussion regarding the controversy about which President Mandelkern spoke.

**DISCUSSION OF THE ORDER OF THE AGENDA**

None

**ANNOUNCEMENT OF REPORTABLE ACTION TAKEN IN CLOSED SESSION**

President Mandelkern said the Board took no reportable action during closed session.

**MINUTES**

It was moved by Vice President Mohr and seconded by Trustee Schwarz to approve the minutes of the study session of August 18, 2016. The motion carried, all members voting Aye.

**STATEMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS**

Alfredo Olguin, Jr., a student at Skyline College and College of San Mateo, said he is part of the Solidarity Initiative which was formed in response to the public safety review that is currently taking place on the campuses. He said the group is adamant about not arming campus security personnel and about not having police officers on campus. He said having guns will not resolve issues and he believes the Board has the ingenuity to find ways to address the issues that do not involve guns. Mr. Olguin said the use of guns has sparked issues in society as a whole and it is time to find other ways to move forward.

Daniel Casillas O'Campo, a student at College of San Mateo, said he feels strongly that guns do not present a solution to problems on the campuses. He said he believes the District public safety officers are not well-trained in some areas such as diversity and racial profiling. He said he believes training should be offered to students, faculty and staff, including de-escalation training which is done at several other institutions. He said he believes that the presence of police officers on campus would make matters worse and would create a hostile environment rather than a safe learning environment. Mr. Casillas O'Campo said students were not given sufficient notice of the public forums that were held to discuss the issue of public safety.

President Mandelkern said the Board appreciates hearing students' concerns. He encouraged Mr. Olguin and Mr. Casillas O'Campo and their fellow students to continue to be involved as the process moves forward and to continue to engage the Board. President Mandelkern requested that staff make sure that adequate notice of public forums is provided to all members of the District community.

**NEW BUSINESS****APPROVAL OF PERSONNEL ITEMS: CHANGES IN ASSIGNMENT, COMPENSATION, PLACEMENT, LEAVES, STAFF ALLOCATIONS AND CLASSIFICATION OF ACADEMIC AND CLASSIFIED PERSONNEL (16-9-1A)**

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

**RATIFICATION OF RENEWED COLLECTIVE BARGAINING AGREEMENT BETWEEN THE DISTRICT AND THE AMERICAN FEDERATION OF STATE, COUNTY AND MUNICIPAL EMPLOYEES (AFSCME), AFL-CIO, LOCAL 829, COUNCIL 57 (16-9-2A)**

It was moved by Trustee Schwarz and seconded by Trustee Goodman to ratify the agreement. The motion carried, all members voting Aye.

**Other Recommendations****APPROVAL OF CONTRACT AWARD FOR CAÑADA COLLEGE BUILDING 1N, NEW KINESIOLOGY AND WELLNESS / AQUATICS CENTER DESIGN-BUILD PROJECT (16-9-100B)**

It was moved by Vice President Mohr and seconded by Trustee Goodman to approve the contract award as detailed in the report. The motion carried, all members voting Aye. Vice President Mohr said this is a very exciting project which will have a positive impact for South County residents and Cañada College.

**INFORMATION REPORTS****HIGH COST PROGRAMS (16-9-1C)****Cañada College**

Cañada College President Moore said the Associate Degree Radiologic Technology Program has been graduating x-ray technologists in San Mateo County since 1970. The program maintains a 100% pass rate on the credentialing

examination. The program at Cañada College currently accepts 20 students each year for the 25 month program. There are two cohorts of students on campus each semester.

Trustee Schwarz asked if this program is similar to the program at Skyline College. President Stanback Stroud said Skyline College offers a respiratory therapy program but not a Radiologic Technology program. She said these programs are part of the Career Advancement Academies which are located at each College and which offer reciprocity and identical prerequisites.

Vice President Mohr said the Radiologic Technology program is impacted and difficult to get into. He asked if students are advised of the competition they will face when applying for the program. President Moore said students understand that only 20 students are accepted into the program each year. Chancellor Galatolo said that some students who initially intend to apply do not do so because they do not complete the prerequisites.

President Mandelkern asked how many students typically apply for the program. Gregory Anderson, Vice President of Instruction, said he will provide the number. President Mandelkern asked if students are selected by lottery; President Moore said they are. President Mandelkern asked what the expense per FTES is and how it compares to the average class at Cañada College. Michelle Marquez, Vice President of Administrative Services, said the average for the College is \$4,000 per FTES and this program is slightly higher. Vice President Anderson said the cohort for this program is mandated to remain at 20 whereas the general number to run a course effectively is 35. He said this puts the program in the realm of a higher cost program.

Trustee Holober asked if there are limitations on the student to instructor ratio for clinical education. Vice President Anderson said there are restrictions similar to those for nursing and dental hygiene programs. He said that 50% of the faculty load must be for clinical education outside the classroom. Trustee Holober asked if radiologic technology programs are offered at other institutions in the Bay Area. Vice President Anderson said programs are offered at Foothill College, Merritt College, Kaiser Permanente School of Allied Health Sciences, Santa Rosa Junior College, and the Peninsula Medical Center in Burlingame. President Mandelkern asked if any private, for profit institutions in the area offer the program. Vice President Anderson said that Gurnick Academy of Medical Arts in Concord offers a radiologic technology program.

President Mandelkern asked if anything is being done to recruit more clinical opportunities. Vice President Anderson said job demand is limiting the program rather than clinical opportunities. President Moore said the program is currently affiliated with ten clinical sites.

Vice President Mohr said the camaraderie among students in the program, along with students' respect and appreciation for faculty, are remarkable.

### **College of San Mateo**

College of San Mateo President Claire presented information on the College's Nursing and Dental Assisting programs.

#### **Nursing Program**

President Claire said he previously reported on the difficulty of finding full-time faculty and securing clinical placements. He said he is pleased to report that the program is back at full force in terms of faculty. There is a full-time nursing director and four full-time faculty, one of whose sole responsibility is to run the simulation lab. Trustee Holober said the nursing profession offers better pay and benefits than it did in the past and nurses can often earn more working in a hospital than they can teaching nursing. President Claire agreed and said those who teach nursing do so for the love of teaching.

President Claire said the first class of students in the Associate Degree Nursing Program graduated in 1965 and more than 2,000 nurses have been placed. He said students must pass the National Council Licensure Examination (NCLEX) and the College's students' pass rate is often higher than four-year institutions. The College has a partnership with San Francisco State University through which the College's graduates receive priority enrollment and are often able to earn a bachelor's degree in one year.

President Claire said the costs for the program are driven by the need to meet accreditation standards, including having a full-time Nursing Director, which is an Academic Supervisor position, as well as a full-time staff assistant and instructional aide support. The required clinical ratio is 12 to 1; however, the College's partners require a 10 to 1 ratio.

The costs have increased significantly in the past few years, partly due to the loss of a grant from the Mills-Peninsula Foundation, necessitating a reduction in the number of students accepted into the program and causing the cost per student to increase. The average cost per FTE is two to three times higher than that of the College as a whole. President Claire said the Nursing program increases overall enrollment because students must take the prerequisite courses first and these tend to be relatively low cost.

President Claire said hospitals and skilled nursing facilities are hiring the College's graduates, some with the understanding that they will earn a bachelor's degree within two to three years.

Trustee Holober asked how long it takes a student to complete the prerequisites prior to applying for the program. President Claire said it takes a full-time student two years. Trustee Schwarz asked how many students finish the prerequisites and apply for the program but do not get in through the lottery system. President Claire said there are 250 to 300 applications for the 50 available spots per year. Applicants who do not get into the program are allowed to reapply. President Mandelkern asked if those who wish to apply again are able to get employment as an LVN or other health care worker while they are waiting. President Stanback Stroud said this depends on a student's trajectory; for example, some already work in a health-related field and could continue to be employed.

Vice President Mohr asked how many graduates of the Nursing program enter a program to earn bachelor's degrees. President Claire said he will research this and provide the answer.

President Mandelkern asked about the status of the San Francisco State University bachelor's degree program at Cañada College. President Moore said the program is still in effect and will be funded by the Sequoia Healthcare District for another one and one-half years. Approximately 40 San Francisco State students participate in the program. Funding by the Sequoia Healthcare District is being reduced and the program is in peril because San Francisco State has made it clear that the program will be phased out if funding is lost. Vice President Mohr said he believes the main rationale for the Sequoia Healthcare District's decision is that many of the program's graduates are not seeking employment in the immediate area, which was the original purpose of the funding.

#### Dental Assisting Program

President Claire said the Dental Assisting Program at College of San Mateo has been existence for more than 50 years. Twenty-four students are accepted into the program every fall for the ten-month full-time program. The program is fully accredited. There is a high pass rate for the licensing exam. There is one full-time faculty member, half of whose load is teaching and half coordinating. Other faculty members are part-time. The cost per student depends on enrollment which is affected by economic conditions. Currently, the program is not at full capacity.

Trustee Schwarz asked if students learn new and modern practices occurring in dental offices currently. President Claire said the program has an active advisory committee which does focus on new procedures. A robust program review process is also applied to the program.

Trustee Holober asked if there might be a way to decrease costs as enrollment decreases, e.g. by reducing overhead costs. President Claire said it is difficult to reduce costs because this is a cohort program and courses must be run in sequence. There are also accreditation standards that must be met. Trustee Holober asked if there are ways that more students could be drawn to the program. President Claire said the College is working with local high schools as potential places to draw students.

President Mandelkern asked what other local institutions offer a dental assisting program. President Claire said College of San Mateo is one of the few programs in the area. He noted that individuals are not required to complete a dental assisting program in order to work as dental assistants, but can be trained on the job.

Trustee Schwarz said the Board might consider whether keeping the dental assisting program is a good decision. Chancellor Galatolo said the greatest opportunity is to market the program in the high schools through the partnerships that are being developed. President Mandelkern said he believes the program should be monitored carefully.

President Mandelkern asked for an update on the status of a potential Dental Hygiene program. President Claire estimated that the annual cost to run a program would be \$580,200; this would include a full-time director at the academic supervisor level, at least two full-time faculty members along with adjunct faculty, and supplies and

miscellaneous expenses. The estimated FTES is 48 and the estimated cost per FTES is \$12,088. There would also be a one-time cost of an estimated \$1.5 million to build a laboratory in the available space in Building 5.

President Mandelkern asked if there is student demand for a dental hygiene program. President Claire said demand is variable. He said that when there is an oversupply of dentists, some newer dentists begin their careers as hygienists. President Mandelkern said some dentists have also downsized their practices and do hygienist work themselves.

Trustee Holober said the Board discussed dental hygiene program possibilities approximately ten years ago and the decision was made to not move forward because of the cost factors. He said the Board would need to know that things are different now in order to reconsider the program.

The Board agreed to receive further information on the dental assisting and dental hygiene programs at a future study session, along with discussion regarding the use of the space in Building 5.

### **Skyline College**

President Stanback Stroud presented information on the College's Respiratory Care and Automotive Technology programs.

#### **Respiratory Care**

President Stanback Stroud said the Respiratory Care program has issues similar to nursing, i.e. clinical requirements in terms of ratios, fixed cohorts, competitive process, fixed costs, and other standards presented by external accreditation bodies. The cost per FTES is \$6,203. This is driven primarily by the salaries of the individuals that the program is required to employ.

President Stanback Stroud said the program maintains a 100% pass rate on the credentialing examination, a 92% program completion rate, and an 84% placement rate into respiratory care positions. Over the past three years, degrees have been awarded to 21 of the 25 students in each cohort. President Stanback Stroud said that in the Bay Area, the average annual salary of a respiratory therapist is \$90,000. Demand for the program fluctuates over time.

President Mandelkern asked if it is known why FTES has dropped over the last three years. President Stanback Stroud said she is not certain of the answer but speculated that it could be associated with a change in the regulations on Hours by Arrangement (having to do with how hours spent outside the classroom – in labs, clinical education, etc. – are counted for apportionment purposes). Having attained community-supported status, the District no longer claims these hours but students are still required to complete hours outside the classroom that are required to meet the objectives of the class.

#### **Automotive Technology Program**

President Stanback Stroud said the Automotive Technology program is an equipment intensive program and this contributes to its high cost. Due to safety standards, it is also similar to the nursing program in terms of student to instructor ratios. Productivity has decreased and President Stanback Stroud said this is an impetus to examine whether restructuring of the curriculum is called for. The cost per FTES has increased over the last three years, due primarily to increased spending on supplies and equipment. The program has a good completion rate. A higher number of certificates are awarded than are degrees as it is an industry in which certificates are the currency. The program is part of a Career Advancement Academy and is very deliberate and intentional in terms of offering stackable certificates.

President Mandelkern asked if the drop in FTES is due to a drop in student interest in the program. President Stanback Stroud said the drop is related to the end of grants from the Department of Labor and from the Bay Area Workforce Funding Collaborative which helped with the creation of the Career Advancement Academies. The grants allowed an increase in students at the beginning levels. The grant funding did not go directly to the program, but was used to support SparkPoint services, outreach to increase the number of women in the program, and other services.

Trustee Holober asked if most of the students in the program are part-time students. President Stanback Stroud said that on average, the number of units students take College-wide is six to nine; this is due to the high number of students who also hold jobs.

President Mandelkern said that in programs that have high demand, such as nursing, the Board might explore ways to add revenue in order to increase capacity to meet the demand. He said increasing capacity could help some students avoid accruing a large amount of debt by attending for-profit institutions, some of which are predatory. He said one idea

could be to have students who are in programs that lead to a high income stream agree to pay back some costs over time. Trustee Holober said plans that charge students additional money raise deeper philosophical questions regarding access to everyone at a low cost. Vice President Mohr said the single greatest obstacle for students to complete their education is financial inability. He said any plans should be assessed in terms of the Board's and District's values. He said Silicon Valley provides tremendous opportunities which should be explored. Chancellor Galatolo said another idea might be to ask the Foundation to contribute resources. President Mandelkern said one of the pillars of the Gordon and Betty Moore Foundation is nursing education; he said discussing insights and ideas with this Foundation could be worthwhile. Trustee Schwarz said she supports continuing discussion of this issue.

### **FOUNDATION UPDATE (16-9-2C)**

Stephani Scott, Executive Director of the Foundation, introduced:

Gus Petropoulos, who is co-directing the Foundation until Ms. Scott returns to her position on a full-time basis  
 Tykia Warden, Development Director  
 Jeff Peterson, Business Manager  
 Prusela Phillips, Alumni Relations Manager  
 Kelsey Harrison, Program Services Coordinator

Ms. Scott said the Foundation's first master agreement with the District was approved in 2007. Since that time, developments have included the annual campaign remodel, planning a giving program, active endowment management, the first annual golf tournament, planning for support equity in education attainment, and the Kruttschnitt Aspire Scholarship Program (KASP). A second master agreement was signed in 2012.

Ms. Scott said an RFP for a Foundation strategic plan was developed; however, the Foundation Board of Directors opted to have an analysis done by the Harvard Business School (HBS) Community Partners as a first step; this analysis was done on a pro bono basis.

Ms. Scott discussed endowment growth. From 2009 to 2016, the average growth was \$1.1 million per year, representing a 12% annual increase. The emphasis on planned giving increased the endowment growth. President Mandelkern asked what the influx of new capital is in each year. Ms. Scott said it is \$200,000 to \$300,000 per year.

Ms. Scott discussed the District's Return on Investment (ROI). From 2010 to 2016, the net cost to the District increased by 4% annually, while scholarships and program support increased by 14% annually. Foundation support provided to the District in 2015-16, consisting of assets/services, reimbursement, KASP program management, and support for student programs, totaled \$1,519,000. District support provided to the Foundation, consisting of salary/benefits and donated facilities, totaled \$436,000. The net benefit to the District of \$1,083,000 equals a 148% average ROI. The 2016-17 totals are \$1,935,300 in Foundation support provided to the District and \$543,000 in District support provided to the Foundation; the net benefit to the District is \$1,392,300, representing a 200% ROI. Vice President Mohr said the Board was given a different set of numbers at an earlier time; Ms. Scott said she will look into the discrepancy.

Ms. Scott discussed added benefits to the District, including restricted funds held for future benefits, campaign support for propositions and ballot measures, and provision of emergency funds.

Ms. Scott said the Foundation's role goes beyond student access. She said there is momentum to provide full-time, supportive pathways to support student persistence and success. Research shows that full-time students are three times more likely to continue their education. For freshmen, the persistence rate is 82% at the fourth semester for full-time students and 25% for part-time students. Equity in attainment is also an imperative. Students from families in the wealthiest quartile in the country attain a degree by age 24 at a much higher rate than others, with those in the lowest quartile earning the fewest degrees. Ms. Scott said that in order to increase student persistence and completion, the Foundation must support students financially at a higher level. She said that in 2015-16, the Foundation received the completed peer review by HBS, completed a SWOT (Strengths, Weaknesses, Opportunities and Threats) assessment, and identified future direction.

The benchmarking metrics provided by HBS, comparing the Foundation to others in similar environments, indicates that the Foundation can do better in terms of total contributions and total income. The quantitative model provided by HBS indicates that contributions increase as administrative expenses increase; each incremental dollar of expenditure raises contributions an average of \$2.67. Ms. Scott said there is a need for the Foundation to develop a marketing and

communications position to go out into the community. She said a recommendation to approve the position will be brought to the Board at its next meeting.

Ms. Scott said the Foundation's path is to support equity in education attainment by significantly increasing the scholarship amount for students with the highest financial need so that they may have the financial means to achieve their goals in a timely manner. The following items support this path:

- Districtwide collaboration for a comprehensive campaign
- KASP Program
- Feasibility study in fall 2016
- Further campaign development
- Aligning business practices with the direction of the Foundation
- Marketing position, pending Board approval
- Master Agreement five-year review in 2017

Ms. Scott outlined the 2016-17 budget, showing total support of \$3,066,927 and total expenses of \$2,885,697. Net assets are \$12,137,950 in endowed scholarship and programs, \$2,371,342 in the unrestricted category, and \$2,201,061 in non-endowed scholarships and programs. Vice President Mohr said the District's contribution is very important. He said the amount of money a student needs to attend school full-time and be successful is approximately \$6,000 per year. Mr. Petropoulos said the Foundation awards a greater amount in scholarships than most other Foundations.

Vice President Mohr said that as a Board member he believes the following must be addressed if the District is to continue to support the Foundation:

1. There must be transparency. In the audit, the District support is listed as in-kind donations without explanation of what this is; the average person should be provided more specific information.
2. There should be a plan for the future, including goals, vision and a strategic plan.
3. There is a need for more engagement by the Foundation Board on goals, vision and tactics.

Mr. Petropoulos agreed that the Foundation Board members need a level of commitment greater than that which has existed. He said he believes the Foundation Board became more engaged due to the HBS report and he believes they are interested in moving forward. He said the District has a good history of responding to conditions, such as economic troubles, by adjusting its mission. He said the most recent change was the addition of a statement regarding student success. He said this will change behavior, including behavior of the Foundation. He said the Foundation has the capacity to provide support so that all students who come to the District can be full-time students if they choose.

Ms. Scott said the Foundation Board delayed the development of a strategic plan as they wanted to first see what HBS would provide. She said there is a need to get back to consideration of a strategic plan.

Trustee Schwarz said there is generally a low turnout of Foundation Board members at meetings. She said it seems that members are not completely aware of the Foundation's direction. She said she believes the Foundation should be more forceful in letting Board members know what is expected of them. She said she believes the Foundation wants to move in the right direction. She said the Kruttschnitt scholarships are a wonderful means of supporting students and said the Foundation might consider looking more to the community for support. Trustee Schwarz said that when the master agreement comes to the Board in 2017, she would like to have a discussion about when the Foundation expects to become self-supporting.

Trustee Holober asked for clarification on whether District support for salaries and benefits are reported as expenses in the budget. Mr. Petropoulos said the support is not shown as an expense. He said paychecks for Foundation staff come from the District as part of its contribution and the Foundation returns a portion to the District. He said this arrangement is embedded in the master agreement.

President Mandelkern asked if the District Board receives copies of the Foundation audit. Executive Vice Chancellor Blackwood said the Foundation is a separate 501(c)(3) organization and the audit cannot be brought to the District Board for approval. Chancellor Galatolo said future audits will be provided to the Board for information.

Trustee Holober asked what the actual return on investment is. Mr. Peterson said it is approximately 7%. Trustee Holober asked if there is a formula for how much of the money received from donors goes to growing the endowment. Ms. Scott said this amount is based on donors and is unpredictable year to year.

Chancellor Galatolo said there is a need to generate a greater amount of revenue if the Foundation is to underwrite programs as has been suggested. He said that in order to generate the revenue, a strategic plan and a fully engaged Board of Directors are needed. He said he believes that planned giving is an important part of increasing revenue.

Vice President Mohr said he applauds the report presented by Ms. Scott in many ways. He said the Foundation has a right to be proud of its progress but he believes there is an opportunity that can be developed only if there is a strategic plan and an engaged Board of Directors.

Student Trustee Zheng suggested that there be a student representative on the Foundation Board. President Mandelkern agreed that this is an excellent suggestion. He said there was a time when the Foundation Board was too independent of the District's goals and plans. He said there is a need to work together and he believes that having the voice of a student on the Foundation Board would be an important addition.

President Mandelkern thanked Ms. Scott for the progress that has been made since 1977. He said there is now an opportunity to take the Foundation to another level. He thanked Mr. Petropoulos for stepping in when needed to keep the momentum going. President Mandelkern said he believes that:

- Having a strategic plan prior to trying to design a campaign plan is imperative; time should be taken to develop a strategic plan and have both the Foundation Board and the District Board agree to it.
- The nature of scholarships must be changed from awarding small checks to providing enough support for students to be successful by being able to attend school full-time. This ties in with Promise plans.
- There is an opportunity and need to emphasize program endowment more than is currently done. This frees money from the general fund budget, providing long-term stability.

Trustee Schwarz asked if percentages for scholarships and programs are identified. Ms. Scott said there are no set percentages. She said the Foundation has not actively sought program funding because the concentration has been on scholarships.

President Mandelkern thanked Ms. Scott for her report.

### **STATEMENTS FROM BOARD MEMBERS**

Student Trustee Zheng said the Associated Students were delighted to see some Board members at their meetings.

Trustee Schwarz said she was pleased to attend Associated Student meetings at Cañada College and College of San Mateo. She said the students are well-informed. Trustee Schwarz reminded everyone of the upcoming San Mateo County School Boards Association meeting to be held at Skyline College on September 26. Billy Vernon, Executive Director of the California School Boards Association, will share his vision for the future of education in California in terms of equity and the achievement gap. Trustee Schwarz said she attended the grand opening of the Dream Center at Cañada College. She said she is happy to see the resources that are available to the students. Trustee Schwarz said she attended the scholarship ceremony for international students and enjoyed the event.

Trustee Schwarz said she admired President Mandelkern's earlier statement regarding recitation of the Pledge of Allegiance. She said she would be interested in knowing if reciting the Pledge is offensive to anyone who attends Board meetings. Vice President Mohr said he would be interested in hearing how students feel in terms of exercising their freedoms and exploring what liberty means. The Board agreed that this topic will be discussed further if it is raised during the discussion on the "Impact of Race and Class on Equity, Opportunity and the Educational Process" at the meeting of October 26.

Vice President Mohr said he and Trustee Goodman attended the Silicon Valley Leadership Group's 2016 Education Summit. At the summit, he had a good discussion with Dr. Jeremiah Sims, Director of Equity at Skyline College. He said Dr. Sims is an expert in pedagogy as it relates to race, class and privilege. He suggested that the Board consider having the Equity Directors from the Colleges come to a meeting to discuss their perceptions with the Board. He suggested that the Board also have discussions with students regarding counter truth and food insufficiency. Vice President Mohr said he attended two Associated Students meetings, two Public Safety forums, and the scholarship ceremony for international

students. Vice President Mohr said he hopes the Board will have a discussion with the College Presidents regarding strategic goals 1, 2 and 3 in the near future.

Vice President Mohr said Judy Litkey passed away recently at age 74. He said she was the MESA Director at Cañada College for several years and did remarkable work with students. He said he attended her memorial service at which many people talked about how she made people believe in themselves. She was a leader in the Sanctuary Movement and was a social activist. Vice President Mohr said Ms. Litkey was a woman of immense courage and strength.

Trustee Goodman thanked the College Presidents for their reports on high cost programs and Ms. Scott for her presentation on the Foundation. He requested that background information on scheduled reports be provided prior to Board meetings if it is available. Trustee Goodman said he attended the “Respect Day” event at College of San Mateo. He said students were given the opportunity to be part of a conversation about what is happening in their community.

President Mandelkern said he was pleased to have students come to address the Board. Trustee Schwarz asked Student Trustee Zheng to convey the message to students that they are always welcome to attend Board meetings.

President Mandelkern said there was an article in *The Almanac* regarding the Board’s discussion on by-trustee area elections. He asked that staff forward a link to the article to the Board. President Mandelkern said he attended the scholarship event for international students and was impressed with the group of students. He also attended a roundtable discussion this afternoon with Dr. Jill Biden, the mayors of San Jose and Oakland, Martha Kanter, Chancellor Debbie Budd of the San Jose-Evergreen Community College District, San Jose State University President Mary Papazian, and others. The topic was America’s College Promise Challenge. The group discussed how community college education is a key element of success, as well as the need for Promise Programs. President Mandelkern said he would like the Board to consider whether there might be a way to build a coalition in the County regarding a Promise Program, which might include the Board of Supervisors, City Councils, K-12 school districts, and the business community along with the three Colleges. President Mandelkern said there seems to be a uniform set of metrics that is presented in conjunction with discussions of Promise Programs: how many high school graduates go on to college, how many go to community college, and how many graduate from college within five years. Trustee Mandelkern asked that staff seek this data for San Mateo County.

### **ADJOURNMENT**

The meeting was adjourned by consensus at 10:25 p.m.

Submitted by

Ron Galatolo, Secretary

Approved and entered into the proceedings of the September 28, 2016 meeting.

Thomas Mohr  
Vice President-Clerk