

**Minutes of the Regular Meeting of the Board of Trustees  
San Mateo County Community College District  
September 26, 2018, San Mateo, CA**

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

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

**ANNOUNCEMENT OF CLOSED SESSION ITEMS FOR DISCUSSION**

President Holober said that during closed session, the Board will (1) hold a conference with legal counsel regarding three cases of existing litigation and one case of potential 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 6:05 p.m.

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

**Others Present:** Chancellor Ron Galatolo, Skyline College President Regina Stanback Stroud, College of San Mateo President Michael Claire, Cañada College Vice President of Instruction Tammy Robinson, Chief Financial Officer Bernata Slater, District Academic Senate President Leigh Anne Shaw

**PLEDGE OF ALLEGIENCE**

**REPORT OF ACTION TAKEN DURING CLOSED SESSION**

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

**DISCUSSION OF THE ORDER OF THE AGENDA**

President Holober said there was a request to hear all action items before other items on the agenda. Subsequently, in order to accommodate guests who will speak on agenda items, staff requested that item 18-9-4C, Discussion with AFSCME Regarding Interests in Future Negotiations, be heard immediately following item 18-9-2C, Report on Upward Scholars Program.

There were no objections from the Board regarding these changes.

**ADOPTION OF RESOLUTION NO. 18-24 AUTHORIZING THE ISSUANCE AND SALE OF SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT 2018 GENERAL OBLIGATION BONDS (ELECTION OF 2014), SERIES B, IN AN AGGREGATE PRINCIPAL AMOUNT NOT TO EXCEED \$261,000,000 (18-9-102B)**

It was moved by Trustee Mandelkern and seconded by Trustee Schwarz to adopt Resolution No. 18-24. Chief Financial Officer Slater said the District is ready to issue Series B of the 2014 General Obligation Bonds in the amount of \$261 million. In addition, the District can now refinance certain maturities of the 2014 General Obligation Refunding Bonds as well as Series A of the 2014 General Obligation Bonds to provide savings to taxpayers. CFO Slater introduced John Sheldon, Managing Director at Morgan Stanley, and Chris Lynch, Bond Counsel with Jones Hall.

Mr. Sheldon provided a financing summary for both the new money bonds and the refunding bonds (item 18-9-103B).

### New Money Bonds

Mr. Sheldon said that in November 2014, the District's voters approved a \$388 million General Obligation (GO) Bond authorization (Measure H). In 2015, the District issued \$127 million of 2015 GO Bonds, Series A, to fund Measure H projects. The District expects to issue up to the remaining \$261 million of 2018 GO Bonds, Series B in November 2018 to continue funding eligible projects over the next three years.

### Refunding – 2014 GO Refunding Bonds

Mr. Sheldon said the District expects to issue tax-exempt bonds to refund up to \$34.2 million of its 2014 GO Refunding Bonds for debt service savings.

### Refunding – 2015 Bonds, Series A

Mr. Sheldon said federal tax reform (Tax Cuts and Jobs Act of 2017) eliminated the ability to execute tax-exempt advance refundings as of January 1, 2018. The District may issue (a) tax-exempt forward delivery bonds or (b) taxable bonds to refund up to \$25.3 million of its 2015 GO Bonds, Series A. District staff will make a determination prior to pricing whether to execute either approach depending upon market conditions and new money approach.

Mr. Sheldon reviewed tax-exempt interest rates and past District sales. He said that in the current market, tax-exempt 20-year interest rates are close to the same level as during the District's last bond sale in June 2015. However, short-term tax-exempt interest rates have increased substantially since that time. Mr. Sheldon said the news that the Federal Reserve has raised interest rates and is expected to do so again in December and multiple times next year has impacted the short end of the yield curve but not necessarily bonds sold at longer terms like the District does to finance capital projects. He said that long-term rates actually fell when the Federal Reserve announced the short-term rate hike.

Mr. Sheldon provided an Assessed Value (AV) and tax rate update. He said the District's 2018-19 AV is \$223.5 billion. The AV grew by 8% between 2017-18 and 2018-19. It has had a compound annual growth rate of 6.1% since 1988-89. Mr. Sheldon said that assuming annual AV growth of 3.9% and a 2045 final maturity for Series B, the District is estimated to be able to maintain a Measure H tax rate of approximately \$6.11 per \$100,000 of AV, more than \$2.00 below original estimates from 2014.

Mr. Sheldon discussed key financing dates:

- September 26: Ask for Board approval of financing and bond documents
- October 18: Receive credit ratings on the bonds
- November 7: Bond pricing
- November 28: Closing (New Money, 2014 Refunding and possible 2015 Refunding)
- June 6: Forward settlement (if necessary, for 2015 Refunding only)

Trustee Mohr asked if the District will receive a new credit rating from Standard & Poors. Mr. Sheldon said it will receive new ratings and will benefit from the assignment of ratings to the new bonds. He said he would be shocked if the District does not receive a AAA rating, not only because of the service area and growth in AV, but because of the good management of the District.

Trustee Mandelkern, noting the statutory requirement to spend the money within three years, asked Facilities staff if they believe it is feasible to do so. Vice Chancellor José Nuñez said he is very confident that they money can be spent within three years.

Trustee Mandelkern asked what effect the forecast of rising interest rates will have in terms of the pricing of bonds. Mr. Sheldon said the rise in short-term interest rates is not very impactful to the District's borrowing costs. However, the District has some short-term bonds that will feel the effect of rate rises. He said he believes this is a very advantageous time to borrow funds, particularly in California.

In response to a question from President Holoher, Mr. Sheldon clarified that the refund interest will be lower than the current rate. President Holoher asked if local investors will have an opportunity to purchase the bonds. Mr. Sheldon said he expects to see involvement from hundreds of investors, including individuals, around the County.

After this discussion, the motion to adopt Resolution No. 18-24 carried, all members voting Aye.

**ADOPTION OF RESOLUTION NO. 18-25 AUTHORIZING THE ISSUANCE AND SALE OF 2018 GENERAL OBLIGATION REFUNDING BONDS IN AN AGGREGATE PRINCIPAL AMOUNT NOT TO EXCEED \$65,000,000 (18-9-103B)**

It was moved by Trustee Mohr and seconded by Trustee Mandelkern to adopt Resolution No. 18-25. Trustee Mandelkern asked if there are restrictions on Board members purchasing the bonds. Mr. Sheldon said there are no restrictions. President Holober asked where people would go if they wanted to purchase the bonds. Mr. Sheldon said he will coordinate with staff to make sure that contact information is provided for all of the Morgan Stanley offices in the County. Mr. Sheldon said the Board also has the authority to give priority to San Mateo County residents, without affecting pricing. Trustee Mohr asked if there is a downside to doing this. Mr. Sheldon said there is no downside because investors are not given the option of driving interest rates. He said there is an upside because it encourages as much individual demand as possible to compete with large institutional demand. Mr. Sheldon said that giving priority to San Mateo County residents does not require formal Board action as the Chancellor and his staff can dictate how Morgan Stanley allocates to investors. The Board agreed unanimously to give priority to San Mateo County residents to purchase the bonds.

After this discussion, the motion to adopt Resolution No. 18-25 carried, all members voting Aye.

**APPROVAL OF PERSONNEL ITEMS: CHANGES IN ASSIGNMENT, COMPENSATION, PLACEMENT, LEAVES, STAFF ALLOCATIONS AND CLASSIFICATION OF ACADEMIC AND CLASSIFIED PERSONNEL (18-9-3A)**

It was moved by Trustee Mandelkern and seconded by Trustee Mohr to approve the items in board report 18-9-3A. Trustee Schwarz noted the appointment of Sonya Pope as an Office Assistant II at Skyline College. She recalled that Ms. Pope is a former Skyline College student whose book of poetry was published and provided to the Board.

Trustee Mandelkern noted that Professor Amelito Enriquez is retiring from Cañada College. He said Dr. Enriquez has been a monumental figure in the STEM programs at Cañada College and his leadership has been recognized as high as the White House in terms of his educational acumen. He said Dr. Enriquez has had a great impact on a number of students with non-traditional backgrounds who have become engineers in companies and organizations throughout California and the nation. He said Dr. Enriquez will be missed as a leader in the District. Trustee Mohr said Dr. Enriquez has had tremendous impact on education throughout America and has received a number of awards. He said Dr. Enriquez put Cañada College on the map in terms of engineering programs.

Trustee Mohr asked if the recommendation for the creation of a new classification titled “Kinesiology Program Director” is related to the new Kinesiology and Wellness facility that will be located at Cañada College. Vice President Robinson said that is correct.

After this discussion, the motion carried, all members voting Aye.

**APPROVAL OF CONSENT AGENDA**

President Holober said the consent agenda consists of board reports 18-9-1CA through 18-9-3CA as listed on the printed agenda. It was moved by Trustee Schwarz and seconded by Vice President Goodman to approve the items on the consent agenda. The motion carried, all members voting Aye.

**Other Recommendations**

**AUTHORIZATION OF SOLE SOURCE PURCHASE OF TRANSMITTER FOR KCSM-FM (18-9-104B)**

It was moved by Vice President Goodman and seconded by Trustee Mohr to authorize the purchase as outlined in the report. The motion carried, all members voting Aye.

**APPROVAL OF CONSTRUCTION CONSULTANTS (18-9-105B)**

It was moved by Vice President Goodman and seconded by Trustee Schwarz to approve the construction consultants as presented. Maxine Turner, a member of the public, asked the Board to request that the Chancellor develop a comprehensive report to show how the buildings being constructed relate to educational priorities, the Strategic Plan and jobs assessment. She said she would like to have more information about the following firms shown on the construction consultants list: Allana Buick & Bers, Inc., Cody Anderson Wasney Architects Inc., Group 4, and ICF. Chancellor Galatolo provided details on the projects involving Allana Buick & Bers, Inc. and ICF. Vice Chancellor Nuñez provided details on Cody Anderson Wasney Architects Inc. and Group 4. Trustee Mohr said it might be helpful

to provide more detail on future reports on needs for specific projects. Trustee Mandelkern said the construction consultants list is presented to the Board twice a year. He said the numbers are not to exceed dollar amounts and it is not anticipated that all of the money will be spent. He asked how much of the authorization has been spent with previous approvals. Vice Chancellor Nuñez said very detailed records are kept on all expenditures and he will forward the information to the Board. President Holober asked if this is an open-ended authorization until the amount per consultant is exhausted. Vice Chancellor Nuñez confirmed this to be the case. After this discussion, the motion carried, all members voting Aye.

**PRESENTATIONS TO THE BOARD BY PERSONS OR DELEGATIONS: REPORT ON UPWARD SCHOLARS PROGRAM (18-9-2C)**

Elizabeth Weal, Executive Director of Upward Scholars, thanked Trustee Mohr, saying he is a great advocate of underserved students and has been a great advocate of the Upward Scholars Program. She said Cañada College President Jamillah Moore has also been extremely helpful in forging the program's alliance with Cañada College. She introduced Dr. Linda Prieto, a Professor of Bilingual/Bicultural Education and a member of the program's Board of Directors, and Jenny Castello, former professor and Department Chair at Cañada College and a member of the program's advisory board.

Ms. Weal presented a brief history of the program. She said she was teaching ESL at the Sequoia Adult School and noticed that her students were not going to Cañada College, even though the College had an excellent ESL program. Upward Scholars was started to encourage students to take advantage of the program at Cañada College. It started in 2011 with 21 students and it now has 280 students attending the District's three colleges. The program serves a very underserved population, with many students having families and working at two jobs. Almost all of the students attend college on a part-time basis. The number of students who return to the program is increasing and the average stay in the program is four semesters. While the majority of students attend Cañada College, the program was instituted at College of San Mateo and Skyline College two years ago and is expected to grow. All of the students in the program are immigrants who came to the United States as adults. The average age is 34 and 60 percent are female. Most of the students live in Redwood City, East Palo Alto and Menlo Park, with increasing numbers from the North Peninsula.

Ms. Weal said the goal of the program is to enable students to move from the basic ESL program to the advanced ESL program. The program supports students by providing financial support, including textbooks, Clipper cards, parking passes, laptops and food vouchers through SparkPoint. It offers academic support through a strong tutoring program, with almost one-third of the students having a one-on-one tutor. The program also enjoys community support and students report that this makes them feel valued and supported.

Ms. Weal said the students' goal is to finish ESL and move from low wage to middle wage jobs. At Cañada College, students earn a Preparation for Academic Scholarship and Success (PASS) certificate, signifying that they have passed Freshman English. Fifty-three percent of 2018 PASS recipients are Upward Scholars students. Responses from a survey of Upward Scholars students indicates that individuals who know English earn more money, and they earn more the longer they stay in the program. The survey also indicated that individuals who learn English are more engaged and effective parents because they are able to help their children with homework and to communicate with their children's teachers.

Ms. Weal described the success of three Upward Scholars students and said it is a program that changes lives. She said the program's 2018 budget is \$297,000. Income comes from individuals (71%), foundations (22%) and corporations (7%). This supports 280 students, 80 tutors and 1.5 staff. Ms. Weal said the program would not be possible without the strong and welcoming programs at the Colleges.

Trustee Mohr said the Upward Scholars Program's accomplishments are remarkable. He said the program serves people who have the need to be engaged with the educational process and gives them the opportunity to have a better life. He said the students in the program are some of the most appreciative individuals he has ever met.

District Academic Senate President Shaw said that as an ESL teacher at Skyline College, she has had Upward Scholars students in her classes. She said they are some of the hardest working students she has worked with and are touched that the program exists for them to be able to achieve their dreams.

Trustee Mandelkern said Upward Scholars is a fabulous program. He said that although the Promise Program emphasizes attending school full-time, some concepts of the two programs are very similar, such as transportation

issues and the cost of textbooks, supplies and ancillary fees presenting barriers to students who would like to pursue educational opportunities. He asked whether the College Promise tent is large enough to include students like the Upward Scholars students who are successful in their own programs. Ms. Weal said this kind of support would be very helpful to Upward Scholars students.

Trustee Schwarz congratulated Ms. Weal on the program and said the data shows how successful it is. She said she hopes this presentation will trigger thoughts on how the District can do more to connect the College Promise with this program. Trustee Schwarz said she is pleased that the Upward Scholars Program has expanded to College of San Mateo and Skyline Colleges and she is confident it will continue to grow.

President Holober said the Upward Scholars Program is very impressive. He thanked Ms. Weal for her excellent report and for the great work she is doing.

**INFORMATION REPORT: DISCUSSION WITH AFSCME REGARDING INTERESTS IN FUTURE NEGOTIATIONS (18-9-4C)**

President Holober said the Board invited AFSCME representatives and others to share their thoughts, interests and concerns. He said this will be an open discussion.

Jo Bates, Business Agent for AFSCME, asked AFSCME members present to introduce themselves.

Joseph Puckett, AFSCME Vice President, said he has worked at the District for nearly eleven years. He said the team appreciates what they have with the District. He said they are sometimes overlooked in daily interactions and only called on when needed. He said they put forth great effort and would like to know they are being seen and heard and that they are valued.

Alejandro Toscano, Shop Steward at Cañada College, said he will have been with the District for nearly sixteen years and has four children. He said he is grateful for the opportunities the District provides, including the ability to advance, especially with more trainings being offered in the recent past. He said the best thing about working for the District is getting to know the people he works with every day, who let him know they appreciate his hard work. He thanked Vice Chancellor Nuñez for working hand in hand with the team.

Anthony Burrola said he has been with the District for ten years and has four children. He said he is grateful for the opportunities the District provides to take classes and advance. He said he is thankful that working with the District has allowed him to provide for his family. He said he is currently the resident manager at Cañada Vista and is grateful that the District provides the housing opportunity for employees.

Hugo Zarco Vargas said he has been with the District for eight years. He said he started attending College of San Mateo in 2006 and is thankful for the opportunity to now work at the District and be able to provide for his wife and new baby. He said he has been an engineer for eleven months because the District provides opportunities for employees to gain training and knowledge. He thanked the Board, Vice Chancellor Nuñez and Interim Vice President Harry Joel for providing the best for employees.

José Alberto Ruiz said he has been with the District for four years and has two daughters. He said the training provided by the District is outstanding. He said the Facilities team works hard and gives one hundred percent.

Rafael Mendez said he has been with the District for eight years and thanked everyone for the opportunities provided.

Otto Sanchez said he has been with the District for three and one-half years and has seven children. He said he is grateful for the opportunity to work at the District.

Maria Alcalá said she has been with the District for almost four years and has four children and three grandchildren. She said she is happy to work at the District and appreciates the opportunities provided to employees.

Maria Duarte Noyola said she is a recent hire and is happy and grateful to be working at the District.

José Guerrero said he has been with the District for four years. He said he likes his job and the people with whom he works.

Ms. Bates identified the positions in the bargaining unit as Custodian, Lead Custodian, Groundskeeper, Lead Groundskeeper, Maintenance Engineer, Senior Maintenance Engineer, Utility Engineer and Chief Engineer. She said the Board heard about their families and about how grateful they are to have their jobs, but also heard that they are sometimes forgotten. She said the team believes in collaboration and appreciates the fact that Vice Chancellor Nuñez goes to bat for his team.

Ms. Bates said AFSCME believes that they have a fairly sound contract. She said they want to keep in mind the COLA and parity across the board. She said they acknowledge and appreciate the fact that the District prides itself on having parity with no distinction between workers.

Ms. Bates said AFSCME would like to address the grievance procedure and disciplinary procedures. Regarding the grievance procedure, she said the contract lacks the ability to have mediation. When a grievance is filed, there is an opportunity to go to arbitration but the arbitration is advisory. Both parties have the responsibility to put forth a case before a neutral arbitrator. If the decision rendered is in favor of the union, the Board of Trustees can make a decision to accept, reject or modify the award. Ms. Bates said AFSCME would like to see a binding process; however, before going to binding arbitration, it would be good to get a recommendation from a mediator assigned by the State. If both parties do not agree to accept the recommendation of the mediator, the case would move on to binding arbitration.

Regarding disciplinary procedures, Ms. Bates said AFSCME is interested in fine-tuning and developing clear and concise language about what happens as an employee moves through the Skelly Process. She said one flaw is that when there is discipline, there is an immediate suspension of the worker without pay before having an opportunity to fully investigate the claim. She said she believes employees should remain on paid administrative leave during the investigation in most cases.

Trustee Schwarz thanked the speakers for coming to the meeting. She said speaking in public is not easy and she commended them for being willing to do so. She said she commends the AFSCME leadership for having a representative speak at the Opening Day event as well. Trustee Schwarz said it was delightful to hear the speakers say that they enjoy their jobs, the opportunities to advance and the camaraderie within the team. She said she appreciated Ms. Bates' presentation on AFSCME's interests, which will lead to more dialogue.

Trustee Mandelkern said the Facilities team is very much in the Board's thoughts. He said the Board recognizes and acknowledges all they do to make the District what it is. He said the District could not function without their contributions, along with those of the other bargaining units and non-represented employees. Trustee Mandelkern said that for the past few years, the leadership has done an outstanding job of representing AFSCME at Opening Day. He said the AFSCME business agents have also been very effective representatives of the employees' interests. He said that representatives from the other bargaining units typically attend Board meetings and he would welcome and encourage AFSCME to do so as well and to provide their input to the Board. He said he appreciates the recognition that the District values the concept of fairness and equity across all employees.

Trustee Mohr said the Facilities team members speak very well, with great meaning and humanity, and are inspiring in many ways. He said they are some of the most welcoming people one could hope to meet. He said their feeling of service and care is remarkable and they are greatly admired across the entire District. He said the quality of their work is evidenced by the beauty of the campuses. Trustee Mohr said the matters raised as priorities by Ms. Bates deserve the Board's attention.

Trustee Mandelkern said that as the District engages in construction, rebuilding and renovation, the Facilities team brings important insight gained from their day-to-day operations.

President Holober thanked everyone who attended the meeting and who addressed the Board. He said the Board recognizes the central and crucial role they play in making the colleges successful. He said the District tries to honor this by the wages and benefits it offers. He said the Board previously discussed the Supreme Court Janus decision, which is hostile to public sector unions. He said the Board believes very differently about the importance of collective bargaining and unions. President Holober said the Board has asked the administration to work with union representatives, within the limits of what is legally possible, to craft a statement stating the District's strong support for the working members of the District who are union represented to belong to and participate in the union. President Holober said he is interested in learning more about the comments regarding AFSCME's interests. He said there is

always room for improvement, which sometimes can be made at the bargaining table and sometimes through other processes.

President Holober said he understands that with mediation, someone from the State Mediation and Conciliation Service would be brought in to mediate a dispute and would make a recommendation. He asked Ms. Bates to expand on this process. Ms. Bates said the Mediation and Conciliation Service would assign a mediator to hear the dispute between the parties and render a nonbinding recommendation that addresses the needs of both parties. She said this provides an opportunity to engage in the process before getting to the point of having to arbitrate the issue.

Regarding the Skelly Process, President Holober asked if it is true that an employee is automatically placed on unpaid suspension when there is an allegation of misconduct. Ms. Bates said that has been her experience with the District since 2015. In addition, her experience in most cases has been that if a decision is made to have an employee return to work, the employee does not receive back pay for the time of the suspension. She said this has not been her experience in other districts.

President Holober said the purpose of the meeting is for the Board to listen and learn. He said he appreciates Ms. Bates sharing information with the Board. Ms. Bates thanked the Board for recognizing what unions stand for and what they do. She said the Board's collaborative support is appreciated.

### **STATEMENTS FROM EXECUTIVES AND STUDENT REPRESENTATIVES**

Michelle Chee, President of the Associated Students of Skyline College (ASSC), and Vice President Sara Benchohra presented the student report. They noted that students serve on an array of District and College governance committees, taskforces and operational work groups. There are currently 44 active clubs on the Skyline College campus. The Biomedical, Mechanical, Electronic and Chemical Engineering (BMCE) Club and Philosophy Club are new. The ASSC sponsored Welcome Week, with activities from August 15 through August 23, and is currently observing LatinX Heritage Month. Voter registration activities are ongoing and a Free Speech Forum will be held on October 17. Student government leaders recently attended the ASSC Leadership event in Pescadero where they had the opportunity to learn leadership skills and experience team building. Upcoming events include a National Coming Out Day, Skylloween, Club Rush, Native American Heritage Celebration and DeStrees Finals Give A Ways.

Trustee Schwarz said ASSC is active and inclusive. She said she appreciates that they are holding voter registration activities. Trustee Mohr said ASSC is doing an amazing number of things. He agreed that voter registration is an important activity. Trustee Mandelkern said Ms. Chee and Ms. Benchohra made an excellent presentation. President Holober said he enjoyed the presentation and encouraged Ms. Chee and Ms. Benchohra to keep up the good work.

District Academic Senate President Shaw said the District Curriculum Committee reported that the Chancellor's Office has been streamlining curriculum approval and reaffirming how curriculum is approved. She said a certification process has been in place for some time, but the District is now asking for a specific chart to be included in a Board approved policy. She said the Senate is reviewing this and she hopes to bring it to the Board in the near future. President Shaw said the District Academic Senate met on September 10 and will meet again on October 8. She thanked Trustee Mohr for attending the meeting on September 10 and said that all Board members are welcome to come to any of the meetings.

President Shaw said the District Academic Senate has appointed Lezlee Ware of Cañada College to co-chair the Distance Education Advisory Committee with Vice Chancellor Aaron McVean. She said one of the primary focuses of the committee will be access to training for online teaching and technology. She said there has been a somewhat uneven rollout among the Colleges and they would like to see equal access qualitatively and quantitatively for all faculty. President Shaw said that because the training is not compensated, it tends to favor full-time faculty participation over adjunct faculty and they are hoping to explore ways to mitigate this.

### **BOARD SERIES PRESENTATION – INNOVATIONS IN TEACHING, LEARNING AND SUPPORT SERVICES: FALL LAUNCH OF META MAJORS AND GUIDED PATHWAYS AT SKYLINE COLLEGE (18-9-3C)**

President Stanback Stroud said the presentation is intended to provide an understanding of the full scale of the Comprehensive College Redesign efforts and a broad perspective of the launch of Guided Pathways and Meta Majors at Skyline College. She said the Comprehensive Redesign is founded on the work that is grounded in the College's equity work and is based on the foundations of the Comprehensive Diversity Framework. President Stanback Stroud

said Skyline College is about three years ahead of the work being done around the state and in the District's other Colleges because it began the work much earlier. She said the overall goal is to increase student success so that at least 75 percent of students get in, get through, and graduate on time.

Jennifer Taylor-Mendoza, Vice President of Instruction, said all College constituencies have worked together to become a student-ready institution. She said the strategies used to fulfill the Skyline College Promise that 75% of students get in, get through, and graduate on time are: intentionality and connection, leadership lens and innovation, equity minded praxis, and being data informed. Vice President Taylor-Mendoza said the College had to deal with some brutal facts:

- Fall to spring persistence – the College was losing 50 percent of first-time students. Addressed through Summer Scholars Institute and Promise Scholars Program
- 11 percent completion rate overall. Addressed through Promise Scholars Program, Guided Pathways and Transformative Teaching and Learning
- Average unit accumulation – students were attempting 120 units and completing 120, but only 60 units are needed for a degree. Addressed through Guided Pathways and Meta Majors

Cherie Colin, Director of Community Relations and Marketing, said that in working to deliver on the College's promise and to clearly communicate the mission both internally and externally, three signature acts were identified:

- Increasing transfer and degree completion through the Promise Scholars Program; this maps to District Goal 1.
- Streamlining academic choice and progress through Guided Pathways and Meta Majors; this maps to District Goal 2.
- Advancing education and equity through Transformative Teaching and Learning; this maps to District Goal 3.

Ms. Colin said Skyline College is currently in the third year of its Promise Scholars Program. She said this is the first year that the program completely replicates the Accelerated Study in Associate Programs (ASAP) model and Skyline College is the first college in California to do so. She noted that ASAP students have had early success rates in associate degree attainment. Ms. Colin said the District is the only multi-college district to receive the Innovation Grant in Higher Education Award. The \$3 million awarded to the District is the largest in the state. She said Skyline College will be modeling the ASAP model to other community colleges in the state, as well as to Cañada College and College of San Mateo.

Angélica Garcia, Vice President of Student Services, said there is a common misconception that Guided Pathways is only about course sequencing to make sure students get to completion. She said it is actually about defining what students experience from their point of first contact, often through concurrent enrollment or dual enrollment. She said Skyline College defines Guided Pathways as follows: "A guided pathway integrates student services, the learning commons and instruction to create a cohesive student experience." She discussed aspects of how this is operationalized, including onramp processes, solidifying partnerships with the local high schools, and streamlining the use of technology. Vice President Garcia said it is clear that Skyline College will be student-ready, that some students will come to the college exploring areas of interest rather than having decided on a pathway, and that there must be integration of academic, career and student support.

Ms. Colin discussed the Skyline College Meta Majors. She said four Meta Majors were launched this fall and counselors were assigned to each Meta Major. Counselors use a case management model. A Meta Major Preview Day was created and the staff is exploring the development of a First Year Seminar, which would be contextualized based on the Meta Major. Ms. Colin demonstrated the Meta Majors webpage, which is comprehensive, interactive and student friendly.

Vice President Taylor-Mendoza discussed current work being done with Guided Pathways:

- High Impact Practices (HIPS), including service learning, e-portfolios and student success teams
- General Education redesign
- Having a Director of Guided Pathways and Comprehensive Redesign
- The CRM Platform (Guided Pathways website under development with District ITS)

Vice President Taylor-Mendoza said another component of Guided Pathways is Transformative Teaching and Learning. She said conversations about and work on student-ready curriculum are taking place. She said that for students, Transformative Teaching and Learning means they will experience an intentionally inclusive and accessible

educational environment, will be made to feel that they belong, and will have a shared relationship in the classroom so that their voices will be heard.

Vice President Garcia said the conversation on teaching and learning has been expanded to address more than what happens in the classroom. Skyline College has engaged students, the community, faculty, staff and administration to communicate needs, resource and aspirations and to see everyone as educators. The college is grounding its work on equity and social justice, recognizing that in its diverse environment, it must intentionally engage the issues that impact students from the perspective of race, class and gender. Equity experiences at the college include the Equity Training Institute, Beyond the Margins, A Call to Consciousness Lecture Series and the upcoming Equity Summit.

Vice President Garcia said Skyline College's Guided Pathways Program and redesign leadership are connected to statewide efforts. She said the college had the opportunity to present to the Legislature in August 2018 and has had a presence on the Guided Pathways Advisory Committee at the statewide level. She said Skyline College is viewed as a model, grounded in equity.

Trustee Mohr said the programs described in the presentation are practical, down to earth and data based, and are visionary at the same time. He said he applauds the audacious goals and the fact that they are built on transformative teaching and relationships throughout the system. He said he is impressed that goals keep getting set higher as people at the college see what is possible.

Trustee Mandelkern said he believes everything is moving in the right direction. As a cautionary note, he said that changing many things at the same time could present two potential problems: (1) something might be broken accidentally, and (2) it may not be possible to identify exactly what change led to outcomes. He said he does not want the College to scale back or slow down, but suggested that they be careful. President Stanback Stroud said she appreciates the comments and cautionary note. She said Skyline College started the work seven years ago when 89 percent of students were not finishing in three years. She said she saw this as an emergency that needed to be addressed with a sense of urgency. She said everyone at the institution wants to improve student success and they took time during the seven years to develop strategies. She said everyone worked collaboratively and came to the table prepared.

Vice President Goodman asked if all constituency groups have been engaged regarding how they believe the work affects them, for example with regard to the 50 Percent Law. He said these initiatives will not be sustainable without addressing the looming issue of ongoing funding. Vice President Garcia said the College has made sure to integrate and involve all groups in every aspect of the College Redesign. For example, the design team has representation from all constituencies across the campus and classified staff is essential to the logistics and communication team. She said she is confident that the College has been inclusive in getting all of the groups' participation.

Vice President Goodman said the next step in being student ready is making sure that classified staff and counseling offices are available when students are present. Vice President Garcia said a work team dealing with Student Services redesign focused on the counseling modality during the last academic year to make sure the first initial appointment hit on key benchmarks that would put students on a path to success for completion. This year, the work team is concentrating on availability and the context in which students can be offered a variety of services, such as counseling, tutoring, supplementary instruction and peer mentoring. She said being student ready means that the college needs to meet students in the spaces and during the times they are on campus.

Vice President Goodman said he believes the initiatives at Skyline College have the support of the Board, but he would like to know if there have been conversations about contract issues in terms of classified staff and possibly department heads working at night. He said the Board should be informed of issues so that they are aware of the support that is needed. President Stanback Stroud said Vice President Goodman raised an important issue. She said she believes it is the College leadership's responsibility to make sure there is infrastructure redesign to support the work being done. She said it is also the leadership's responsibility to communicate with the Chancellor and the Board about what additional support is needed if the needs are not met through existing contracts or policies and procedures.

Trustee Schwarz said she attended a meeting of the Skyline College Academic Senate last week, at which the Senate did a deep dive on student success. She said everyone agreed with the commitment to make the initiatives work. She said the only negative comments she heard dealt with how to get full involvement and commitment from faculty when adjunct faculty are not available to participate in the discussions. Vice President Garcia said the college is aware of this issue. She said the work of the design team, especially as it relates to adjunct faculty, is compensated. Trustee Schwarz

said her sense is that the issue is more about adjunct faculty not being available because of other job commitments than it is about compensation. Professor Paul Rueckhaus, an adjunct faculty member at Skyline College, said he was heavily involved in the redesign when he was a full-time faculty member. He says he misses the work but finds it impossible to be fully engaged while maintaining schedules elsewhere. He said that if adjunct faculty will carry much of the load in the delivery of programs, they will need to be fully informed about what the programs are. Trustee Mohr said he believes all faculty want to feel that they are integral to the success of the initiatives and he said a major question has been raised. He said it is important that everyone be engaged and it might be advisable for the Board to discuss further strategies that could be brought to bear.

Trustee Mandelkern said he likes the sense of urgency described by President Stanback Stroud because the stakes are high. Regarding Guided Pathways, he said he would advise that the college keep in mind that many things are changing in the external world, such as pathways to the UCs and CSUs, fluctuations in the economy and changes in transfer majors. He said it is incumbent to look toward the future and keep an eye out for where you want to be going.

President Holober said the work described in the presentation is exciting and crucial. He asked if the associate degrees for transfer are integrated with the initiatives. Vice President Garcia said they are integrated. She said the course sequence is prescriptive and is connected to Guided Pathways. She said there are ongoing conversations about how to best serve students who are transferring with associate degrees.

President Holober said “confronting brutal facts” is not an easy thing to do and he applauds Skyline College for doing so.

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

None

#### **COMMUNICATIONS**

President Holober said staff received emails from four school superintendents expressing appreciation for the Board’s support of their bond or parcel tax measures. He said the Board also received an email from Ms. Terner regarding the Bond Oversight Committee.

#### **STATEMENTS FROM BOARD MEMBERS**

Vice President Goodman thanked the Board for allowing him to leave the meeting for a short time, while not missing any votes on action items, to be present for his daughter’s swearing in as a youth counselor in South San Francisco.

Trustee Mohr said that in addition to attending the District Academic Senate meeting, he attended Academic Senate meetings at College of San Mateo and Skyline College. He said important discussions took place, mostly around great teaching and learning. He also attended the Health Fair sponsored by the District, which was very well done. Approximately 200 people were present and more than 20 vendors participated, including providers of health benefits, life insurance, long-term disability and tax deferred annuities, as well as banks and credit unions.

Trustee Mohr said he dropped by the Digital Arts and Animation Annual Show at Cañada College which included animated short films from festivals all over the world, as well as the three Cañada College students who went to France to show their films at the Cannes Film Festival. Trustee Mohr said he was invited to be a guest speaker on leadership at a Cañada College class. He talked with the students about (1) what distinguishes a servant leader from other kinds of leaders, and (2) how emotional intelligence is more important than any other matter, including formal knowledge and formal skills. Trustee Mohr thanked the District Vice Chancellors for communicating with the Board on initiatives on which they are working.

Trustee Mohr said he read about a study by the University of Wisconsin, which looked at approximately 30,000 students at community colleges across the country. The study showed that approximately fourteen percent of the students surveyed in the study are homeless or about to be homeless. Trustee Mohr said another article in *The Christian Science Monitor* highlighted a community college that, with the help of a church and community, developed a program that provided 45 beds as temporary shelter. He suggested that the District talk to the County and other entities in the County to explore whether they might welcome some sort of coalition.

Trustee Mandelkern said he stopped in at the College of San Mateo football game last Saturday and was able to see the Bulldogs defeat the Fresno City College team and also congratulate President Claire on his wedding anniversary. He

also complimented the District Auxiliary Services staff and Pacific Dining on a job well done when he and his wife celebrated their anniversary in the Bayview Dining Room at College of San Mateo. He said he received many compliments on the venue and the quality of the food.

Trustee Schwarz said there was an excellent article in *The Skyline View* titled, “CA community college system dismisses mental health services.” She said that through her involvement in a human trafficking awareness program, she has heard many presentations that focus on vulnerable students. She said the District’s colleges likely have many students who fall into that category and she would like to receive an update on what the Colleges offer students in terms of mental health services.

Trustee Schwarz thanked Chancellor Galatolo for informing the Board about the “Caps for Cancer” initiative launched by Diana Thomas, San Mateo Athletic Club General Manager, and Cassandra King, College of San Mateo lab technician. Through the program, employees and members of the community knit caps for newborn babies and children undergoing chemotherapy. Trustee Schwarz said she would like to nominate this for an “Above and Beyond Award” and learn more about the program during the presentation of the award. There were no objections from other Board members and staff will facilitate the award presentation.

**ADJOURNMENT**

The meeting was adjourned by consensus at 9:05 p.m.

Submitted by

Ron Galatolo, Secretary

Approved and entered into the proceedings of the October 10, 2018 meeting.

Maurice Goodman  
Vice President-Clerk