

**Minutes of the Study Session of the Board of Trustees
San Mateo County Community College District
October 10, 2018, San Mateo, CA**

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

Board Members Present: President Richard Holober (via telephone), Vice President Maurice Goodman, Trustee Dave Mandelkern, Trustee Thomas Mohr, Trustee Karen Schwarz

ANNOUNCEMENT OF CLOSED SESSION ITEMS FOR DISCUSSION

Vice President Goodman 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, (2) consider ratification of confidential District warrants, and (3) 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: Vice President Maurice Goodman, Trustee Dave Mandelkern, Trustee Thomas Mohr, Trustee Karen Schwarz
President Richard Holober joined the meeting via telephone and did not vote on the action item

Others Present: Chancellor Ron Galatolo, Executive Vice Chancellor Kathy Blackwood, Skyline College
President Regina Stanback Stroud, College of San Mateo President Michael Claire, Cañada College
College President Jamillah Moore

PLEDGE OF ALLEGIANCE

ANNOUNCEMENT OF REPORTABLE ACTION TAKEN IN CLOSED SESSION

Vice President Goodman announced that during closed session, the Board voted to approve the recommendation to release a classified employee from probationary employment as a Cosmetology Instructional Aide, with Trustees Goodman, Mandelkern, Mohr and Schwarz voting Aye.

MINUTES

It was moved by Trustee Schwarz and seconded by Trustee Mohr to approve the minutes of the study session of September 12, 2018. The motion carried, all members voting Aye.

It was moved by Trustee Mohr and seconded by Trustee Mandelkern to approve the minutes of the regular meeting of September 26, 2018. The motion carried, all members voting Aye.

STATEMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS

None

NEW BUSINESS

APPROVAL OF PERSONNEL ITEMS: CHANGES IN ASSIGNMENT, COMPENSATION, PLACEMENT, LEAVES, STAFF ALLOCATIONS AND CLASSIFICATION OF ACADEMIC AND CLASSIFIED PERSONNEL (18-10-1A)

It was moved by Trustee Schwarz and seconded by Trustee Mandelkern to approve the items in the report. The motion carried, with Trustees Goodman, Mandelkern, Mohr and Schwarz voting Aye.

STUDY SESSION: CAREER EDUCATION AND JOB PLACEMENT (18-10-1C)

Aaron McVean, Vice Chancellor of Educational Services and Planning, said this session is a continuation of a discussion with the Board that began last year. He said each College will present an update on efforts that are underway regarding career education and job placement.

Cañada College

Tammy Robinson, Vice President of Instruction, introduced a video highlighting the Digital Art and Animation Program. The video featured comments by Paul Naas, Professor and Program Coordinator, as well as students. They discussed the success of the program in terms of learning necessary skills and becoming prepared for jobs in the industry, along with the positive campus atmosphere and the support system available to students. Vice President Robinson said the College must be in touch with what employers need and must train students so that they can make a living wage and enjoy the benefits of living in Silicon Valley.

Leonor Cabrera, Dean of Business, Design and Workforce, said Cañada College has a model that works in Career Education. She said it includes faculty involvement in teaching students the skills they need and helping to place them into jobs. She said the career placement “Ecosystem” surrounds students with services such as counseling, faculty support and the Career Center. She said faculty are continuously interacting with employers and researchers to best predict what students will need when they graduate. Dean Cabrera said there are plans to build this model out to the entire campus.

Dean Cabrera provided an overview of Cañada College student and alumni employment. She said Medical Assisting and Radiologic Technology students are working at Kaiser Permanente and Stanford; Computer Science students are working at Apple and Oracle; and Animation students are working at Pixar, DreamWorks and Big Fish Games.

Alex Kramer, Director of Workforce Development, said engagement with employers is essential and, in addition to regular outreach to employers, the College has established two new initiatives:

- An employer portal which will allow employers to quickly understand how the College can serve their hiring needs. The portal includes options to connect with students for internship and career opportunities, information regarding participating on advisory boards, and connections to other District resources such as Community, Continuing and Corporate Education.
- Digital Badging, which is a visual way in which students can show their incremental steps toward a certificate or degree. The digital badges are industry approved and can be displayed on a student’s online professional network, such as LinkedIn.

Mr. Kramer said the College also utilizes several approaches to support engagement with prospective, current and former students. These efforts are intended to:

- Support increased enrollments through the promotion of Career Education programs through dual enrollment and articulation agreements with high schools, working with incarcerated individuals, and collaborating with adult education programs.
- Student exploration of potential career paths and promotion of Career Education programs. Examples include redesigned program brochures, promotional videos, and a speaker series event that showcases alumni who are successfully employed in their field of study.
- Increase ongoing engagement with alumni through a LinkedIn group that drives networking among alumni and annual newsletters spotlighting successful alumni and Career Education department updates.

Trustee Mohr asked the presenters to explain the different components of Career Education, e.g. students who intend to transfer and need training on general skills versus the career-technical group who need skills training in particular areas. Mr. Kramer said Career Education is currently directed to career-technical students but the intent is to scale the model to the entire College. Trustee Mohr said this integrates two models and merges paths in a way that will hopefully be more productive for all students. Dean Cabrera said the Career Center and Career Education have acted separately, with one being under Student Services and one under Instruction. She said the intent is to break down this barrier and have them work together.

Trustee Mohr asked if LinkedIn is used to track when students find employment, their reaction to the training they received, etc. Mr. Kramer said it is difficult to track students. He said the College has data on alumni who provide

information on LinkedIn and is working on a model to track all students. Dean Cabrera said the College wants to help students with their online presence, such as LinkedIn, and follow them after graduation.

Vice President Goodman asked if the College is exploring opportunities to improve access and opportunities for underserved communities and groups, such as taking advantage of the Middle College Program or becoming involved in the Guided Pathways process. Dean Cabrera said the College is beginning the Meta Majors process similar to Skyline College. She said Career Education programs fit into the larger majors. For example, the sciences would include Medical Assisting and Radiologic Technology and these students would comingle with students who are on a Biology or Chemistry pathway. Dean Cabrera said that by focusing on both transfer and job placement, the College can place students whose goal is a certificate into jobs and place students whose goal is transfer into internships.

Vice President Goodman asked if there is an opportunity to address the underrepresentation of females and people of color into some of the careers. Vice President Robinson said the College brought in an independent contractor from the County Office of Education to help address this issue.

College of San Mateo

Heidi Diamond, Dean of Business and Technology, introduced Hilary Goodkind, Interim Dean of Planning, Research and Institutional Effectiveness, and Robert Shoffner, adjunct faculty member and Director of the San Mateo Small Business Development Center. Dean Goodkind said the majority of students at College of San Mateo are under 24 years old and attend school part-time or less than part-time. More than 50% of students are from underrepresented populations and 47% are the first in their family to go to college. Dean Goodkind said 30% of students come to the College to gain career/job skills, earn a two-year degree or certificate, or pursue educational development. Students struggle to meet basic needs and go to college, with many working one or two jobs. Dean Goodkind said the imperative is to enable students to move from low to middle and high wage jobs. She said College of San Mateo helps students to develop lifelong skills and connections to increase financial security and increase career mobility.

Mr. Shoffner said College of San Mateo has excellent programs but they are decentralized. He said employers want to have a central place at the College to engage with students. He said that as the pace of change accelerates, employers' needs change. He said the College must be aware of the changing needs of employers and educate students accordingly. Mr. Shoffner said many professors have a component in their classes that addresses careers, e.g. what to expect, salaries, soft skills and technical skills, but they are not necessarily communicating with one another. In-class job postings, career workshops and job fairs are offered but there is a need to do more on a collective and intentional basis. Mr. Shoffner said the College must also address the needs of older students who take courses to improve job skills so that they can advance and continue to live the area.

Dean Diamond said College of San Mateo started examining the gap between what employers want and what students are looking for. She said employers report that they want the students they hire to have 21st Century job skills, soft skills, interpersonal skills, outstanding computer skills and outstanding team skills. Faculty continue to work with employers to develop curriculum that is informed by industry need and the College has developed several certificates and courses within the past year designed to meet that need. Dean Diamond said students indicate that they want LinkedIn profiles that are professional so that employers notice them. They also want help with résumés, confidence building and job and internship connections and introductions.

Dean Diamond said College of San Mateo is currently engaged in an innovative solution called the Career & Workforce Hub. The Hub will provide ongoing guidance and will allow students to enter and exit at any point. Roving popups will bring career education services to students where they are. It will provide a comprehensive, customized, high-touch service where the career and workforce team will work to help students with their specific needs. Students and employers will be matched in a deliberate way, such as the job shadowing program already in place with Google. Dean Diamond said the College continues to work with the Industry Advisory Board and is pleased to provide entrepreneurial opportunities through the San Mateo Small Business Center located on campus. Dean Diamond said the Hub is employer facing, faculty facing and student facing. She said the College bridges the gap between students and employers by educating, preparing and prescreening students for employment, while employers provide workplace relevance that helps keep programs current.

Trustee Schwarz asked if there is a marker to determine the percentage of students obtaining employment that is considered successful. Dean Diamond said the hope is that every student will ultimately obtain a job in the field they have studied. She said this varies across disciplines. She noted that 100% of students in the Nursing program graduated

and 100% obtained jobs in their profession. She added that colleges are measured on success through the State Strong Workforce Program and this has driven them to be more deliberate in what they do.

Trustee Mohr said it appears that the next step would be to develop a plan to capture student outcomes. Dean Goodkind said the use of social media and a Districtwide contract with LinkedIn will help track where students go. She said it is also important to keep in touch with students as they come into and out of the system.

Skyline College

Jennifer Taylor-Mendoza, Vice President of Instruction, said the presentation will include four components: the infrastructure around job placement, internships, job placement outcomes, and engagement with employers.

Andrea Vizenor, Director of the Career and Workforce Program, said that after the last Board study session at which career education and job placement was discussed, Skyline College formed a taskforce of faculty and staff to discuss what job placement should look like and who should be involved in the process. The discussions included how to connect the activities of faculty, the Career Services Center and the Center for Career and Workforce Programs, as well as discussions about which successful programs should be scaled. In addition, the College used information received through the Success Summit and job panels to engage industry regarding skills students need to be successful in their careers.

Ms. Vizenor highlighted programs in terms of internships and workforce readiness. She said the Automotive Program has regular engagement with employers and has a fully established internship program that ultimately leads to jobs. The Biotechnology Program has a Bioscience Internship Coordinator who works with employers to connect with jobs and create internships. Through the Bay Area Entrepreneur Center, the College utilizes resources on campus as a learning lab for students to gain critical skills.

Vice President Taylor-Mendoza discussed the criteria for the Strong Workforce Stars Program, including earnings gain, regional living wage, job in a related field and job placement. She highlighted the Respiratory Therapy Program which has an 86% job placement and income level of \$86,000 after completing an Associate of Science degree.

Ms. Vizenor said Skyline College has hired program services coordinators dedicated to job placement by meta majors. The coordinators have experience in career development and also understand the industries with which they will be working. This mechanism enables skilled staff to work with faculty and to be proactively engaged with employers. Ms. Vizenor said Skyline College is interested in having the job placement coordinators work with English faculty to make sure students are writing statements for their LinkedIn Learning Profiles as part of assignments.

Ms. Vizenor said the District's agreement with LinkedIn will afford students access to the LinkedIn learning module. When students complete a learning experience online, they will have the option to update their profile to show completion of the experience. Consideration is being given to developing a playlist of different types of experiences. According to LinkedIn career insight data, alumni have reported skills that are critical in the work they perform and the types of jobs they have obtained. This will help inform the experiences to include in the playlist.

Ms. Vizenor said Skyline College has combined Career Services and Career Education, along with Cooperative Education and the Bay Area Entrepreneur Center, so that the College is thoughtfully integrating the way it stays abreast of what occurs in industry and the way it delivers services to students. All students at the College will go through career development experiences as they move through the institution, including workforce readiness, professional experience, industry engagement, networking and workforce preparation, and job placement. In addition, the College is reaching out to the K-12 system and partnering with high schools. The College has developed successful career pathway partnerships with the high schools, through which students can progress through a pathway at an accelerated rate. Ms. Vizenor said Skyline College is also committed to serving community members, with a concierge type service, one-on-one coaching, and skills gap analysis and skills upgrade.

Vice President Taylor-Mendoza said Skyline College is working with industry partners differently. She said the College is engaging with partners through guest lecturers, workplace tours, job shadows and internships.

Ms. Vizenor said messaging to the community about what Skyline College offers includes:

- #I Was Hired campaign showcasing places where students are working and the types of jobs students have obtained.

- #Dream Job campaign to expose students to careers they might not have considered.
- #Excellence campaign to showcase the expertise of faculty and staff.

President Claire pointed out that all of the Colleges use the expertise of adjunct faculty who often are both working and teaching and can help keep career technical education programs fresh.

Trustee Mohr said the presenters have deliberately stated that in addition to intellectual development and the ideals of the academy, getting students ready for work has been identified as a significant goal. He said that weaving it into Guided Pathways is a new concept.

Paul Rueckhaus, Health Science Professor at Skyline College, asked if education on worker rights is included in the curriculum. Dean Diamond said good corporate citizenship and worker rights should be addressed. Mr. Shoffner said students should be given a toolkit that includes questions they should ask about an employer and the importance of understanding the ethical profile of an employer. President Stanback Stroud said development of personal agency is important so that students learn how to advocate for themselves. Dean Cabrera said some faculty members advise students to contact them if something does not seem right in the workplace.

Trustee Mandelkern said he is pleased with the progress that has been made since the last presentation on this topic, noting that there is a more active and engaged approach. He asked what the Colleges are doing together to make sure that best practices at one college are shared with the others. Dean Cabrera said one way is through the Districtwide LinkedIn contract. President Stanback Stroud said the context may be different at the Colleges because of different program focuses; however, there is common software, common strategies, approaches and connections with employers. She said the Colleges are in direct communication with each other.

Trustee Mandelkern said he would like to see metrics on the percentage of students placed in jobs. He said he would also like clarification on the “Strong Workforce Stars” chart presented by Skyline College. He said the format of the dashboard is useful but there are places where data is lacking on whether the criteria (earning gain, regional living wage, job in related field, job placement) was achieved. President Claire said all of the data are available from the State Chancellor’s Office and he will send it to the Board. He said the data are imperfect but allows comparison of colleges across the state.

Trustee Mandelkern said there has been previous discussion about the way proprietary, for profit colleges market themselves. He said the video shown by Cañada College was impressive in that it shows real people with real success and jobs. He asked if marketing by the Colleges is done in a comprehensive way to show their success. Vice President Robinson said the Colleges need to direct marketing to where students are, e.g. social media, keeping in mind a short attention span. Trustee Mandelkern said the Colleges may want to speak to the District’s advantages in terms of costs to attend a District College versus the cost for-profit schools, along with a better environment and better instructors. He asked if the District has talked with LinkedIn about building into their platform for all users connections to classes offered by the District. Ms. Vizenor said it is possible to purchase marketing through LinkedIn but the discussion has not yet been initiated.

Trustee Mohr said the concept of a career clothing closet, as mentioned in the Skyline College report, indicates a sensitivity to the needs of young people. Ms. Vizenor said a lack of proper attire can be a barrier to securing employment. She said the idea is to develop a place where students can obtain career support materials similar to the SparkPoint concept.

Trustee Mohr asked how the Colleges might go about building skills that are needed for jobs within the classroom. Ms. Vizenor said the LinkedIn tool is important in this regard because it has a jobs training function. President Claire noted that not all interviews are in-person and students must learn how to interact effectively via telephone. Trustee Mandelkern added that interviews are also done via Skype or a similar software product and students should learn how to set this up on a computer as well as adjusting lighting and being mindful of what to wear. Mr. Shoffner said that in-class exercises such as team assignments and talking via telephone and Skype are useful tools. Trustee Mohr agreed that skill building can be done in the classroom if the classes are structured appropriately. For example, he said the Writing in the End Zone program fosters working as a team as well as individual reporting. He said students in the program are able to speak publicly about their experience with confidence. He said this speaks to the “buy in” by faculty in terms of how they conduct their classes to enhance these skills. Ms. Vizenor said Skyline College partnered with the d.school at

Stanford last year to host a professional development event with the intention of exploring how to bring these types of skills into the classroom.

President Holober said the discussion was excellent. He said it is impressive that the work is moving the District further in the right direction of being the kind of high performance institution that serves students and prepares and connects them to good jobs.

STATEMENTS FROM BOARD MEMBERS

Trustee Schwarz complimented Skyline College on the interesting and educational Success Summit. She also reported on two items regarding human trafficking awareness that might be of interest to the Colleges:

1. “Lily’s Wings” – a human trafficking awareness play presented by Fuse Theatre. Staged readings may be presented on the campuses upon request.
2. Posters on human trafficking awareness available from AbolitionistMom.org.

Staff will forward more detailed information to the Colleges on these items.

Trustee Mohr said he attended a lecture at Skyline College by Dr. Anthony Brown of the University of Johannesburg, South Africa on “Humanizing Education.” He said most of the lecture dealt with helping young people understand the obstacles they face in the course of their education and helping them stay focused on their goals and on supporting each other. Trustee Mohr said he also attended an outstanding lecture by Juana María Rodríguez, Professor of Ethnic Studies at UC Berkeley, on “Queer Latinidad and Discursive Spaces.” The lecture was followed by a discussion with students. He said this reminded him of his belief that it would be beneficial to have the Directors of Equity and their teams from the campuses come to the Board to talk about activities on the campuses as part of a continuing discussion on race and class.

President Holober said SB 1348 was signed into law. The law requires for-profit and community colleges that train allied health professionals for certification and licensure to report annually on where students are being placed for clinical internships and to provide data regarding student success relating to those internships. President Holober said he attended a meeting of the Senate Education Committee in April and he was able to report that the Board adopted a resolution in support of the bill. He said there was opposition to the bill from for-profit colleges.

Vice President Goodman said he and Trustee Mohr attended the ASTEP “Future Over Everything” conference at Skyline College which was a tremendous success, with high school students from all over the Bay Area in attendance. Vice President Goodman said he also attended the Success Summit at Skyline College and reminded everyone that the conversation about shuttle services, which are now operational at Skyline College and Cañada College, began at a previous Success Summit.

Vice President Goodman said that due to the Me Too movement over the last year, and more recently demonstrated by the courage of Christine Blasey Ford, more women have been speaking out. He said that because of the courage these women are showing, young boys today will be better men tomorrow and men today will have the opportunity to become better.

Trustee Mandelkern said there have been recent reports about health centers at colleges in the California State University System no longer offering the Plan B contraceptive. He requested information at a future meeting about whether the health centers at the District’s Colleges make this available to students.

ADJOURNMENT

The meeting was adjourned by consensus at 7:55 p.m.

Submitted by

Ron Galatolo, Secretary

Approved and entered into the proceedings of the November 14, 2018 meeting.

Maurice Goodman, Vice President-Clerk