

**Minutes of the Study Session of the Board of Trustees
San Mateo County Community College District
October 12, 2011, San Mateo, CA**

The meeting was called to order at 6:01p.m.

Board Members Present: President Richard Holober, Vice President Dave Mandelkern, Trustees Helen Hausman, Patricia Miljanich and Karen Schwarz, Student Trustee Barry Jointer

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 President Jim Keller and District Academic Senate President Diana Bennett

Pledge of Allegiance

DISCUSSION OF THE ORDER OF THE AGENDA

None

MINUTES

It was moved by Trustee Hausman and seconded by Vice President Mandelkern to approve the minutes of the September 21, 2011 meeting of the Board. The motion carried, all members voting "Aye."

STATEMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS

None

NEW BUSINESS

APPROVAL OF PERSONNEL ACTIONS: CHANGES IN ASSIGNMENT, COMPENSATION, PLACEMENT, LEAVES, STAFF ALLOCATIONS AND CLASSIFICATION OF ACADEMIC AND CLASSIFIED PERSONNEL (11-10-1A)

It was moved by Trustee Schwarz and seconded by Trustee Hausman to approve the actions in Board Report No. 11-10-1A. The motion carried, all members present voting "Aye."

Other Recommendations

ACCEPTANCE OF HSI-STEM GRANT FROM THE DEPARTMENT OF EDUCATION FOR CAÑADA COLLEGE (11-10-100B)

It was moved by Trustee Schwarz and seconded by Trustee Hausman to approve acceptance of the grant as detailed in the report. Vice President Mandelkern said this has been widely publicized and it would have been good for the Board to have had the opportunity to review it earlier in case they had questions about the grant. Vice President Mandelkern said he has heard a number of radio ads regarding engineering education at Cañada College and asked if this program is related. President Keller said Cañada College has been awarded a number of grants and this is related. Vice President Mandelkern said there have been questions from members of the public about why the College is advertising to attract more students while there is an enrollment crisis and students are being turned away. President Keller said the purpose of this program is to provide opportunities to underrepresented students to enter the engineering program. Vice President Mandelkern asked if KCBS Radio is the best avenue to reach underrepresented students. Chancellor Galatolo said a number of outlets are being used to reach these students. After this discussion, the motion carried, all members voting "Aye."

Prior to beginning the study session, Chancellor Galatolo asked Tom Bauer, Vice Chancellor of Auxiliary Services and Enterprise Operations, to discuss the Auxiliary Services Annual Report which was distributed to the Board. Vice Chancellor Bauer said the information in the report highlights things the Auxiliary Services and Enterprise Operations team has done during the year. The information is also contained in the budget report approved in September. This report makes the information more widely available as it was sent to all employees

electronically. While Vice Chancellor Bauer wrote the report, the photographs were taken by students and staff and the report was put together by Skyline College students. Trustee Miljanich said she appreciates receiving the report and said it is good to have this type of transparency. Vice Chancellor Bauer said it is also important to highlight how the vendor partners provide support for students.

STUDY SESSION

UPDATE ON CHILD CARE CENTERS AT COLLEGE OF SAN MATEO AND SKYLINE COLLEGE (11-10-1C)

Chancellor Galatolo said that during a discussion approximately one and one-half years ago, the Board expressed concern about the utilization of general fund monies to support the Child Development Centers (CDCs). At that time, the Board gave a two-year window of opportunity for the CDCs to get to a point of not relying on any general fund support. The two-year time frame will end this coming June. Tonight's presentation will provide a status update and will offer ideas on how the CDCs can continue to operate.

Jennifer Hughes, Vice President of Student Services at College of San Mateo, introduced Mike Williamson, Interim Vice President of Instruction at Skyline College; Tina Watts, Coordinator of Child Development Services at Skyline College; and Louise Piper, Coordinator of Child Care Services at College of San Mateo. Vice President Hughes also acknowledged Kate Browne, an Early Childhood Education faculty member at Skyline who assisted in the preparation of the PowerPoint presentation and Don Carlson, Dean of the Business Division at Skyline who will help facilitate the presentation.

Vice President Hughes said the presentation will focus on several key areas: how the CDCs meet the mission and goals of the Colleges; the status of the CDC budgets; strategies to reduce general fund subsidies; and major benefits of the CDCs.

Mission and Goals: Vice President Williamson said Skyline College's mission statement identifies "responsive student services" as a hallmark of the College. The CDC is an example of this as there are a number of students who would not be able to get the education they need without the availability of child care services. The CDC is also integral to instruction, including the Early Childhood Education program.

Vice President Hughes said the CDC at College of San Mateo falls within the College's mission to serve the "diverse educational, economic, social and cultural needs of its students" and to offer "quality programs and services." She added that the CDCs are fully integrated throughout the Colleges and are critical components in a great number of student services and instructional programs.

Budget Information: Vice President Hughes said progress has been made to reduce the general fund subsidy. The subsidy for College of San Mateo in 2009-10 was \$68,514. In 2010-11, it was reduced to \$23,928. For 2011-12, it is anticipated that the subsidy will be zero. Historically, the District has covered the cost of benefits for all employees throughout the District; therefore, these costs were not included in the CDC budget information. In 2011-12, these costs are being shifted to the Colleges. The cost of benefits for the CDC at College of San Mateo, totaling \$104,721, is not yet fully covered.

Vice President Williamson said the general fund subsidy for Skyline in 2009-10 was \$54,604. In 2010-11, it was \$67,959. The increase was due to enrollment issues in terms of receiving reimbursements. This issue took time to straighten out and resulted in a larger subsidy. It is anticipated that the subsidy will be zero for 2011-12. The cost of benefits for the CDC at Skyline College, totaling \$127,424, is not yet fully covered.

Strategies Implemented to Reduce Fund 1 Subsidy: Ms. Piper said College of San Mateo has put together a diverse array of strategies to close the general fund subsidy. These include: increase non-subsidized family enrollment; increase tuition fees for non-subsidized families; secure higher reimbursement rate for CalWORKs students by contracting with alternative payment programs throughout the County; implement successful fundraising activities; pursue additional grant opportunities; and increase the annual contribution from the Associated Students. Ms. Piper reported that grant funding was recently secured from the Sequoia Healthcare District. She believes this will be an ongoing partnership which will benefit the program greatly. Trustee Miljanich asked if securing a higher

reimbursement rate for CalWORKs students would change the status of current students or replace current students. Ms. Piper said it would change only the reimbursement and no students would lose spots or be replaced.

Ms. Watts said strategies at Skyline include increasing child care capacity by adding additional space with the move to the Loma Chica site (awaiting final regulatory approval); collaborating with the Early Childhood Education program to create workforce development funding opportunities; exploring employee-contracted child care services; and exploring an increase of federal funding sources, such as Head Start.

Child Development Centers Benefits: Ms. Piper said benefits of the CDCs include:

- Serve as an integral part of numerous instructional programs, including Early Childhood Education, Nursing, Cosmetology, Dental Assisting, Language Arts, Middle College High School, Family and Consumer Sciences, Sociology/Psychology, and Athletics
- Provide students with access to culturally, linguistically and economically diverse populations of children and student families
- Generate FTES by serving as a teaching/learning environment for hours by arrangement, practicum hours and supplemental instruction
- Collaborate with other College programs and services

Ms. Watts said other benefits include:

- Provide student-parents with high quality early care and education for their children
- Provide effective parent education and family involvement opportunities
- Increase student-parent retention and success
- Provide a variety of activities that promote diversity on campus
- Support ongoing and expanded partnerships with community programs

Chancellor Galatolo said that over the past ten years, there has been a dramatic change in how the State funds child care at community colleges. Ten years ago, child care was considered a top priority and colleges that wanted a child care center could usually get it built. In addition, there were a number of support mechanisms, subsidies and other factors that allowed child care centers to be successful. Because of the financial issues of the last ten years, there has been a disengagement from child care, resulting in budget difficulties with child care centers throughout the State. At the District, the cost of benefits make up a large portion of the loss each year, due largely to the pay scale offered at the District. While the Colleges have done a good job of reducing the College subsidy (which does not include benefits) to virtually zero, the annual cost of benefits – approximately \$230,000 – is not covered. Given the Board's direction to provide no general fund subsidy from either the District or the Colleges, coupled with the fact that the CDCs have skilled and dedicated faculty and staff servicing the broader needs of students, Chancellor Galatolo recommended that the Board consider using unrestricted redevelopment funds to offset the College and District subsidies with regard to these programs. He recommended using the funds in an amount not to exceed \$400,000 per year to cover the cost of benefits and \$80,000-\$100,000 that the Colleges may not be able to generate through fundraising, etc. He said this is a lawful use of these funds and in line with the Board's direction to use no general fund monies. Chancellor Galatolo said the District has used redevelopment money to replace athletic fields and other community-related services. He said he can think of no better use of the funds than to support the CDCs.

Trustee Miljanich said she sees merit in the idea of using redevelopment monies. She asked if there are drawbacks, e.g. the possibility that redevelopment funds may go away. Chancellor Galatolo said the District currently has several million dollars of redevelopment funds that must be used for a purpose similar to this. In addition, the District is receiving well in excess of seven figures every year. If current lawsuits are successful, the District will receive at least \$500,000 more.

Trustee Schwarz said that last year, the Child Development Centers were given funds to help stay afloat and asked what the source of these funds was. Executive Vice Chancellor Blackwood said the money came from redevelopment funds but was for a period of two years only. Trustee Schwarz said the reductions made by the Colleges were impressive, particularly because 2008-09 was the last year of the Lazarus endowment at College of San Mateo. She said many programs are touched by the CDCs and she has no problem with the proposal to use redevelopment funds. She is confident that both Colleges will continue to try to enhance and improve their programs financially.

Trustee Hausman thanked the presenters for an excellent presentation. She said the CDCs are doing a wonderful job and offer benefits for adults as well as children.

Vice President Mandelkern said he has no philosophical problem with the proposal. However, he is concerned about the future of redevelopment funding. He said there is fairly good evidence about how each city in the County is reacting to the RDA changes and, based on that information, it can be hypothesized which cities will continue with the RDA and what impact that will have on the stream of RDA dollars. He would also like to have some understanding of other potential uses of redevelopment funds. Chancellor Galatolo said this will be provided.

Vice President Mandelkern asked how Cañada College manages its Early Childhood Education program without onsite access to children. President Keller said not having a child development center is a detriment to the program. He said students use the College of San Mateo CDC to complete practicum hours.

Vice President Mandelkern asked if it is possible to quantify the FTES impact both in terms of students who are able to stay in school because of the availability of child care and the FTES generated by the training occurring in the CDCs. Vice President Hughes said this information will be provided.

Vice President Mandelkern said the CDCs have developed some good partnerships. He asked if other opportunities have been explored to partner with local agencies which are also involved in child care, such as cities and continuation high schools. Ms. Piper said the San Mateo County Quality Program Consortium consists of 30-35 agencies which provide child care services. She said the idea of partnering for the purpose of financial benefit is an interesting idea. She said a number of agencies have partnered to reduce costs by sharing a food vendor and this could serve as a good model. Ms. Watts said the Skyline CDC's greatest limiting factor has been the facility. With the opening of the Loma Chica site, staff will be able to actively pursue partnerships and other funding opportunities.

Trustee Miljanich asked what the capacity of the Loma Chica site will be. Ms. Watts said the CDC is currently licensed for 47 and this will be expanded to at least 72. Trustee Miljanich asked what the ratio is of subsidized vs. non-subsidized families. Ms. Watts said she tries to have at least 70% subsidized and 30% full-cost families but this can change depending on community needs. President Stanback Stroud said there is a minimum requirement in connection with the State grant in terms of the number of subsidized families served. The increase in the number of students the CDC will be able to serve will allow for an increase in the number of non-subsidized families. Trustee Miljanich said the work of the CDCs is very important and she looks forward to discussing it in more detail as an action item and, hopefully, provide a sense of security for the CDCs.

President Holoher asked what the enrollment is at the College of San Mateo CDC. Ms. Piper said it is 50.

Trustee Holoher asked why there was a drop in the "cost per adjusted child day" from \$71 to \$52 per day, as shown on a spreadsheet distributed by Chancellor Galatolo. Chancellor Galatolo said this is correlated with the Colleges' subsidies being reduced to virtually zero. Executive Vice Chancellor Blackwood said it is also connected with a change in the way benefits are charged out. Chancellor Galatolo emphasized that, while the cost of benefits (which is a District subsidy) has been shifted but still exists elsewhere in the budget, the College subsidies have actually been reduced to virtually zero and represent a dollar-for-dollar savings.

President Holoher said that early childhood education is, unfortunately, a low-wage industry. He asked if there are options that would allow for a different mix of employees working in the CDCs, i.e. the mix of certificated employees and classroom support staff, and if there are mandated requirements in this regard. Ms. Piper said the CDCs must adhere to adult/child ratios and to teacher/child ratios. The Coordinators are the only two certificated employees, with the remainder being classified. Salaries range from \$14 to \$28 per hour. The CDCs also utilize student assistants and student interns.

President Holoher asked if the number of hours that students' children must be enrolled in the CDCs is aligned with the needs of the students based on their class schedules. Ms. Watts said the CDCs try to align the best they can based on the students' class hours and study time, along with the CDCs' budgetary requirements. Schedules are managed to try to achieve the highest FTES possible. President Holoher asked if a subsidized student must take a minimum number of courses in order to maintain eligibility for child care services. Ms. Piper said that for subsidized families,

the CDCs are required to enroll based on income and need for child care only. Subsidized students must also maintain a GPA of 2.0 or better. They are allowed two hours of study time for every lecture hour.

President Holober asked if there is demand for non-subsidized families and what hourly rate is charged. Ms. Piper said the CDCs conducted a survey before asking the Board to approve the most recent tuition increase. At an average of \$850 per month for an average of 17 days, the tuition charge was not on either the high or low end and was slightly higher than the middle. She said that, historically, tuition fees have been raised every three years and the CDCs can continue to look at increases. Vice President Mandelkern said the academic component may provide some advantage in marketing the District's CDCs.

Trustee Miljanich said she believes that in terms of student success, it is better for students to be taking more units and to be engaged on campus. She asked if counseling is provided to students to encourage them to complete their work. Ms. Watts said the child care contract requires that families be surveyed to determine their needs and that follow-up and monitoring be conducted. She and Ms. Piper said that staff deal with students and their needs on a daily basis and refers them to appropriate campus services. Trustee Miljanich asked if there is a sense among families of being a cohort. Ms. Piper said she sees a climate of belonging and a trust among the families which forms a community.

Dan Kaplan, Executive Secretary of AFT Local 1493, asked what the age range is of the children enrolled in the CDCs. Ms. Piper said the age range at the College of San Mateo CDC is 2.5 to 5 years. Ms. Watts said the Skyline College CDC serves children 2 years up to 5 years old. The contract funding does not allow the CDCs to serve children once they reach elementary school age.

President Holober said he agrees with the general sentiment expressed by Board members. His only concern is with the amount of money being discussed. He acknowledged the fundraising work that has been done and would like to make sure that the CDCs continue to raise money and look for new sources of funding. He said it is important to find the right amount of funding that encourages this without being punitive.

Student Trustee Joints thanked everyone who has put creative thought into providing this benefit for students.

Trustee Hausman said the CDCs are very fitting in a community college, with the emphasis on community.

Trustee Schwarz said she has talked with students who would not be able to be in school without the CDCs. She said she is confident that staff will continue fundraising and looking for other financial resources.

President Holober said there is a clear sense of the Board's response to the proposal to use redevelopment funds to support the CDCs. He said that this is a budget item for the future and he does not believe it requires a separate motion before being folded into the 2012-13 budget, with funding coming from redevelopment funds, which the Board will be asked to approve.

RECESS TO CLOSED SESSION

President Holober said that during Closed Session, the Board will (1) consider the personnel items listed as 1A, 1B and 1C on the printed agenda, and (2) hold a conference with labor negotiator Harry Joel; the employee organizations are AFT, AFSCME and CSEA.

The Board recessed to Closed Session at 7:36 p.m. and reconvened to Open Session at 8:50 p.m.

CLOSED SESSION ACTIONS TAKEN

President Holober reported that at the Closed Session just concluded, the Board voted 5-0 to approve the items listed as 1A and 1B on the printed agenda.

ADJOURNMENT

It was moved by Trustee Hausman and seconded by Trustee Schwarz to adjourn the meeting. The motion carried, all members voting "Aye." The meeting was adjourned at 8:55 p.m.

Submitted by



Ron Galatolo
Secretary

Approved and entered into the proceedings of the October 26, 2011 meeting.



Dave Mandelkern
Vice President-Clerk