

**Minutes of the Joint Meeting between the San Mateo County Community College District Board of Trustees  
and the Jefferson Union High School District Board of Trustees  
August 14, 2018, Daly City, CA**

The closed session meeting of the San Mateo County Community College District Board of Trustees was called to order at 5:30 p.m.

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

**ANNOUNCEMENT OF CLOSED SESSION ITEMS FOR DISCUSSION**

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

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

None

**RECESS TO CLOSED SESSION**

The Board recessed to closed session at 5:31 p.m.

**RECONVENE TO OPEN SESSION**

The joint meeting was called to order at 6:00 p.m.

San Mateo County Community College District (SMCCCD) Board Members Present: President Richard Hober, Vice President Maurice Goodman, Trustee Dave Mandelkern, Trustee Thomas Mohr

Jefferson Union High School District (JUHS) Board Members Present: President Andrew Lie, Vice President Kalimah Salahuddin, Clerk Braxton Lethco, Trustee Nick Occhipinti, Trustee Rosie Tejada

**PLEDGE OF ALLEGIANCE**

**APPROVAL OF AGENDA**

The JUHS and SMCCCD Boards approved the agenda with no changes.

**REPORT OUT OF CLOSED SESSION**

President Hober said that during closed session, the San Mateo County Community College District Board of Trustees voted unanimously to instruct legal counsel to accept a settlement offer of \$10.5 million in the matter of the San Mateo County Community College District v. Segue Construction Company, Case No. CIV 534343.

**INTRODUCTIONS**

Board members of both districts introduced themselves, along with SMCCCD Chancellor Ron Galatolo and JUHS Superintendent Terry Deloria.

**CONSENT AGENDA**

The JUHS Board unanimously approved the consent agenda, which consisted of personnel items.

**PUBLIC COMMENT**

Horace Hinshaw, a member of the public, addressed the JUHS Board. He said that ten years ago, the Pacifica community helped pass a school bond to provide new athletic facilities on the campuses at Terra Nova, Jefferson, Westmoor and Oceana High Schools. He said that Bill Gray, the Terra Nova High School football coach at that time, championed the ballot measure. Since that time, the Terra Nova community has been advocating the renaming of the Terra Nova football field in his honor. Two years ago, the desire to rename the football field was brought to the attention of the Jefferson Union High School District. Mr. Hinshaw said he believes it is time to take action and he is asking the Board to approve the naming of the Bill Gray Stadium. He said the first home football game will take place on August 24. He said this would be an appropriate time to hold a renaming ceremony because Mr. Gray will be in town from his home in South Dakota. Mr. Hinshaw thanked the JUHS Board for their consideration.

## **DISCUSSION ITEMS**

### **COLLEGE PROMISE**

Dr. Regina Stanback Stroud, President of Skyline College, said all three of the District's colleges have Promise Scholarship Programs and various programs around the scholarships. She said that this presentation will focus on the program at Skyline College.

Ellen Murray, Director of the Promise Scholarship Program at Skyline College, said the program provides academic, counseling and career development support to all Promise Scholars up until graduation or successful transfer, and also provides financial support in the form of fee waivers, book vouchers and monthly transportation incentives for the first full year. The program is based on the Accelerated Study in Associate Programs (ASAP) model first developed in the City University of New York (CUNY) system. More than a decade of data confirms that this program consistently doubles the graduation rates of participating students within two and three year timeframes. All who apply and are recent high school graduates or have recently completed their GED or adult continuation program receive a scholarship, as long as they go through the matriculation steps, complete financial aid and attend a Promise Day Orientation.

Ms. Murray said the District recently received a multimillion grant to support the District's replicating the program at Cañada College and College of San Mateo.

Ms. Murray said Skyline College has 509 new Promise Scholars this year, 184 of whom graduated from the JUHSD. She said this would not have been possible without the support and leadership of Superintendent Deloria. She distributed a document providing a demographic analysis of the students and noted that 113, or 61.4%, of JUHSD students participating in the program are first generation students. Ms. Murray said Skyline College is excited to serve JUHSD students.

Chancellor Galatolo said eleven California community colleges received Promise Program grants. Of the \$20 million awarded, SMCCCD received \$3 million, more than any other college or district. He said this is primarily due to the work done by President Stanback Stroud and her team, who visited CUNY and adopted the ASAP model.

Michael Claire, President of College of San Mateo, said some JUHSD students attend CSM and he will send the statistics to the JUHSD Board. He said CSM works with the San Mateo Union High School District on the Year One Program, which offers comprehensive support with the same components as the Skyline College Program. The Year One Program was piloted last fall and resulted in a significant increase in student outcomes. It was launched in full this semester with 500 participants. President Claire noted that some students attend all three of the District's colleges and said the colleges collaborate and share best practices.

Trustee Tejada said the Promise Scholars Program is exciting. She said she is pleased that in addition to academic needs, it addresses other issues that students have, including the cost of books and transportation.

Trustee Salahuddin asked how many of the Promise Scholars from the JUHSD attended the Promise Scholar Summer Institute. Ms. Murray said ninety-nine Scholars participated in the Summer Institute which included assessing their level in math and English. Students who could not attend the Institute because of work schedules received additional supplemental instruction to ensure their success. Trustee Salahuddin said she would like to see more targeted counseling about the program at the high schools and celebration of students who qualify and recognize that they can do college-level work.

President Lie said it was heartening to see the advantages of going through the program for many students that he knew. He said he tells parents as well as students about the program.

Trustee Occhipinti asked how outreach and advertising of the program differ among districts and how retention and transfer rates are tracked. Ms. Murray said there are high school liaison programs at all of the high schools to make sure students are aware of the program and its requirements and to help students complete the matriculation steps while still in high school. She said outreach is similar at each high school. She said the program is also advertised through social media. Ms. Murray said robust data tracking is part of the ASAP program. Among the items that Skyline College tracks are semester to semester retention, the number of counseling appointments per month, progress in classes, and whether students have a student education plan. The intent is to ensure that students are on track to graduate or transfer within two, two and one-half or three years.

Trustee Lethco said the Promise Scholars Program offers an exciting opportunity for students. He said much of the program is focused on removing financial barriers. He asked what other supports and services are included to help remove roadblocks faced by students. Ms. Murray said counseling is a core component of the program, supporting students in the transition to college and all the way through graduation or transfer. Counselors have smaller caseloads, with a ratio of one counselor to 150 students compared with the average ratio of one counselor to 400 to 450 students. During the first semester, students see a counselor once a month. After the first semester, the counselor assesses the student based on academics, personal life and clarity of goals, and lets the student know how frequently to come in to see the counselor. There are additional academic supports, along with collaboration with the SparkPoint Center, Transfer Center, and tutoring centers.

Trustee Mohr said the Promise Scholars Program is changing outcomes. He said participants in the program must be full-time students and the number of students graduating on time is increasing substantially. He said the remediation factor was devastating as students who were placed in remedial classes were still not succeeding and it became a trap for them. He said the high schools and colleges came together to work on ways to allow students to go directly from high school classes to college-level classes. He said this cooperation has made a significant difference.

Trustee Mandelkern said 30 to 40% of San Mateo County high school graduates do not enroll in college. He said he and Trustee Salahuddin have discussed the Big Push program which is designed to work with schools to expose students to college early and prepare them for college early. He asked for thoughts from JUHSD trustees on what the two districts might do together to increase the ability to prepare students for the potential of being in college. Trustee Tejada said interventions are needed to support struggling children and this requires partnerships with elementary and middle schools as well as high schools. She said it is also important to tell parents that there is no stigma in letting their students attend community college.

Trustee Salahuddin said there is a need to redefine how we look at the term “college isn’t for everyone” because it normally refers to a specific set of students. She said many students who would benefit from college do not attend because culturally they are trained that certain things aren’t for certain people. She said there is often a lack of understanding of the benefits of post-secondary education on the part of parents. For example, the incarceration rate for African American males drops to two percent if they have college degrees. President Moore said outreach to the community is critical, as well as starting conversations with students in middle school, as emphasized in the Big Push.

President Lie said the Promise Scholars Program opens many eyes and addresses the issue of the perception of community college. He said that with college costs exploding, being able to go to college with all first year costs covered is a great benefit to parents and families.

Trustee Lethco said there are specific items of value that can come with high school and college partnerships, such as college classes being taught on the high school campuses, intentional collaboration between high school teachers of seniors and community college professors, directing students to EOP, etc. He said the effort to remove the stigma of attending community college is important, particularly for undocumented students. Trustee Lethco said the JUHSD Board is in agreement on their goal of getting students in and through college. He said that through collaboration and specific programming, the two districts can help remove barriers faced by students who want to attend college.

Trustee Occhipinti said that when students are considering their options after high school, they should be able to choose pathways and launch at any level without judgment or stigma about their choice of career. He said many students will change majors and career paths. Trustee Occhipinti said the high schools and community colleges are addressing diversity but there are inequities in the admissions rates at four-year institutions. He said students can play an essential role in student success through participation in student government, the Associated Student Body, etc. He said another concern is work versus school, as many students must work and not all colleges offer night classes. Trustee Occhipinti said financial aid helps relieve this burden. He said the Promise Scholars Program is an important step forward in addressing issues facing students.

Trustee Mohr asked if the two districts share data on how students have done after their first year of college. President Stanback Stroud said the high school principals and community colleges meet and share small amounts of data with each other. She said they are engaged in developing a Memorandum of Understanding for data sharing. It has gone through legal review and the College is in the process of getting signatures.

President Holober said the SMCCCD Board is extremely enthusiastic about the Promise Scholars Program as a key way to address access and equity. He said community colleges open many doors to future education and career opportunities. He said the Promise Scholars Program includes book vouchers and said the District was the first community college in the country to establish a book rental program. President Holober said students are also grappling with other issues such as food insecurity, lack of transportation and homelessness. He said the County and cities provide some services but the District often steps in to fill gaps. For example, the colleges have food pantries and other food operations, and Skyline College and Cañada College offer a shuttle service. In terms of homelessness, President Holober said the Board heard a report that more than one hundred students districtwide identify as being homeless. He said Dr. Frank Harris reported on a statewide survey that included the District. More than twenty percent of District students in that survey identified as being homeless. President Holober said there is a long list of barriers to entering and persisting at the colleges. He said solutions will require creative work and teaming with other agencies.

### **EARLY AND MIDDLE COLLEGE HIGH SCHOOLS: EFFECTIVE PRACTICES FOR COLLEGE AND CAREER READINESS**

Chancellor Galatolo said this item is closely connected to the previous discussion because it relates to linkages between secondary and post-secondary education. He said it is important to understand how the college-going rate can be fundamentally changed. He said this concept addresses mostly marginalized, vulnerable and at-risk students. He said that last year, the three colleges graduated 4,500 students with degrees or certificates, and 1,100 of these students were first generation graduates. Chancellor Galatolo said initiatives like Early College High School introduce students to college-level courses in the high school environment where they feel most comfortable. He said that along with students who are doing well and simply want to earn college credits, initiatives such as Early College High School enroll students who do not believe they have the capacity to benefit from post-secondary learning and students who culturally have never thought that post-secondary education was within their grasp.

President Stanback Stroud said Skyline College has Middle College partnerships with the South San Francisco Unified School District and the San Mateo Union High School District. Dr. Raymond Jones, Director of the Middle College, said the Middle College at Skyline College opened its doors in fall 2015. It is a two year accelerated program through which students simultaneously earn high school diplomas and colleges units. Middle College students are highly motivated but have not thrived in the high school environment. They enjoy good academic standing, have completed two years of English and math graduation requirements, and have demonstrated responsible behavior. The Middle College is built around a college prep program and includes opportunities for jobs/internships during the summer, book vouchers, Chromebooks, low counselor to student ratio, access to a retention specialist, social services and comprehensive support services.

Dr. Jones discussed student success rates, program outcomes and student learning outcomes. He said 99% of students pursue post-secondary education. He said 84% continue at Skyline College and 95% of them receive a Promise Scholarship. The retention and graduation rates increased from 2017 to 2018, with a 100% graduation rate in 2018.

President Stanback Stroud said Skyline College collaborated with the JUHSD when it was first developing the Middle College, but the JUHSD did not pursue the program due to budget difficulties. She said she would welcome the opportunity to talk about a partnership at this time. She said the other high schools participating in the program did not pay any of the program costs for the first year and a price as negotiated for subsequent years. Chancellor Galatolo said the Middle College programs at Cañada College and College of San Mateo were underwritten by the state but the funds were no longer available when the program was established at Skyline College. He said the objective is not to make a profit, but to break even.

Dr. Jennifer Taylor-Mendoza, Vice President of Instruction at Skyline College, said Early College High School is another model. She said it provides opportunities for students from backgrounds underrepresented in higher education and reaches out to a broader student population. The Early College High School can be a school-within-a-school, a small stand-alone school or a school located on a college campus. Students typically begin in ninth grade and are not required to meet academic eligibility. The program combines high school and college-level coursework into a single program. Students complete an associate degree, four-year transfer requirements, and/or industry-recognized credential, earning a high school diploma at the same time. This allows students to complete their high school requirements in four years and enter college at the junior level, reducing the cost of higher education substantially.

Trustee Tejada said classes that high school students want to take, such as foreign language classes, are not always available at the high schools. She said teaching college courses on the high school campus as part of an Early College

High School could benefit these students. Chancellor Galatolo said a number of high school teachers are qualified to teach college-level courses and could teach as adjunct professors. Trustee Goodman asked if a high school student would be able to take a language class at the college campus under the current dual enrollment agreement. Dr. Jones said the college would allow this if the student meets the dual enrollment requirements; however, it would be up to the high school to decide whether to grant permission.

Trustee Salahuddin asked how “underrepresented” is defined. President Stanback Stroud said this typically refers to students who have not historically been represented in higher education in a way that is commensurate with their population in the community. Trustee Salahuddin said parents who apply for an Early College High School program for their children are likely people of privilege who apply quickly and early. She asked how it would be possible to deny admission to some students and select students from a background that the districts would like to see represented. Superintendent Deloria said she previously worked in a district that had an Early College High School on the community college campus. She said that if there were more students applying than the space would accommodate, they conducted a lottery. She said legal counsel advised that the only way around this is to set up a dependent charter through the district which could set criteria. Trustee Goodman asked if Assembly Bill 288 addresses this issue. President Stanback Stroud said the bill primarily defines the requirements for offering dual enrollment and does not apply to Early College High Schools.

Trustee Mohr said he attended the Middle College commencement ceremony and was struck by how close and bonded the students are. He said there is a great deal of information on the internet about Early College High School models. He said there are approximately one hundred programs around the country. He said one characteristic is that underrepresented students do incredibly well.

Superintendent Deloria said that when she came to the JUHSD last year, there was not a dual enrollment agreement. She said that with the help of President Stanback Stroud and her staff, JUHSD now has dual enrollment at each high school and the continuation school.

### **RACE, CLASS AND EQUITY**

Lasana Hotep, Dean of Student Equity and Support Programs at Skyline College, said the College approaches equity with an emphasis on retention and success. He said there has been a paradigm shift from “Right to Fail” to “Completion Agenda.” Instead of asking, “Are you a college ready student,” the College is now asking, “Are we a student ready college.” To answer this question, the College must be aware of the demographics of the students who are entering the campus. A committee worked for several years to develop the Comprehensive Diversity Framework that addresses the following eight domains: Community Connections, Curricular and Pedagogical Approaches to Equity, Communication/Information Dissemination, Hiring Processes, Student Support, Leadership, Admissions Policies, and Registration Policies.

Dean Hotep said there is a distinction between equality and equity. He said equality in education is achieved when students are all treated the same and have access to similar resources. Equity is achieved when all students receive the resources they need so they graduate prepared for success. Dean Hotep said Skyline College approaches equity in a variety of ways, including: Hiring Process, Center for Transformative Teaching and Learning (CTTL), Equity Summit at Skyline College, Equity Training Series, Call to Consciousness College Lecture Series, Beyond the Margins Equity Forums, New Faculty Academy, Adjunct Faculty Academy, Communities of Practice, and College Redesign. Student equity and support programs at Skyline College include: Disability Resource Center, Guardian Scholars Program (for current and former foster youth), Extended Opportunities and Services (EOPS), CalWORKS/CARE, TRiO, Lunch & Learns, Student Equity Plan, Campus-wide Cultural Fluency, Brothers Achieving Milestones, and Historic Black Colleges and Universities (HBCU) Campus Tours.

Dean Hotep said Equity Training Sessions take place during the spring semester. There are eight sessions which are open to staff, faculty and administration. Each session ends with a culminating presentation. Skyline College is also embarking on a new initiative, The Equity Institute, whereby the College will conduct trainings on its successful and promising practices with the broader community, including P-12 institutions, non-profits, community colleges, four-year colleges/universities, and private business.

Dean Hotep said Skyline College will host an all-day Equity Summit on November 2 and he invited everyone to attend. Admission is free but registration is required.

Kareen Baca, JUHSD Associate Superintendent of Educational Services, read the JUHSD's mission statement: "JUHSD is a premiere learning community where all students advance to and through post-secondary learning and careers." She said the as a learning community, the District is involved in an ongoing process in which they work together to achieve better results for students. The District strives to meet the needs of all students, especially those who are under-resourced and historically underrepresented. Associate Superintendent Baca said it is very important that students go through post-secondary learning and careers. She said students will probably have multiple careers over their lifetime and they should learn skills they will need for each of those careers.

Associate Superintendent Baca said the JUHSD approaches equity in three ways and has partnered with three different organizations:

- CircleUp Education, an organization that helps build a positive school climate, will help with relationships, conflict resolution, diversity and implicit bias.
- The Education Trust West, an equity-driven and data-centered organization, will look at data, policies and initiatives to make sure students are college and career ready.
- Solution Tree, a professional development company, will help build a community of learners so that all students will be helped.

Associate Superintendent Baca said that for the JUHSD, equity means recognizing historic and systemic disparities in opportunities and outcomes and providing the resources necessary to address and ultimately dismantle systemic barriers. She said the District is creating a working committee to develop a plan to address the equity issues in the system. The District will also form a steering committee that will work with partners to help move the work forward. A Professional Learning Community will work together to look at data to make sure that what the District is doing serves all students.

Trustee Occhipinti said it is good to see that there are Professional Learning Communities at all levels. He said he is pleased that students can get the support they need when they go to the community colleges.

### **EMPLOYEE HOUSING**

Tina Van Raaphorst, JUSHD Associate Superintendent for Business Services, said it is difficult for the JUHSD to attract and retain highly qualified teachers because of the structure of state funding, declining enrollment and a lower tax revenue base than surrounding districts. She said this results in a high turnover rate so that the District has to continually reinvest in training and professional development. She said the District entered into a feasibility study with Education Housing Partners. A survey was conducted and 266 of the approximately 500 employees responded, indicating a great deal of interest in employee housing. The District decided to move forward with an initiative and is planning to build 100 to 120 units with a blend of different sized units, with rents at approximately 50% of market rate. The District has property available to use for the housing development. They are in the process of developing bridge documents. They are hoping to break ground in the winter of 2021 and open in fall of 2022. Associate Superintendent Van Raaphorst said the District will develop a housing board which will determine policies on the allocation of units, how long residents can stay in the units, etc. She said a third party property manager will be employed and will be in close contact with the housing board.

Associate Superintendent Van Raaphorst said the District is fortunate that voters are willing to pay for a good portion of the housing development through passage of a \$33 million bond. The District believes this will cover approximately half of the cost. The other half will be financed and paid back with rents. Rents will also cover maintenance and upkeep of the facility. After the loans are paid off, contributions could be made to the general fund and improve the District's financial situation overall.

Mitchell Bailey, SMCCCD Chief of Staff, said the District started addressing employee housing due to recruitment and retention issues. The first housing development, at College of San Mateo, was completed in 2005 and has 44 units with a mix of one, two and three bedrooms. The housing development at Cañada College was opened in 2010 and consists of 60 units. A third development is being built at Skyline College and will be limited to 30 units due to the size of the parcel that was available. All of the developments are under control of the Educational Housing Corporation which was established by the Board of Trustees. A third party property management company manages the properties.

Mr. Bailey said rents range from \$1,100 per month to \$1,800 per month. Residents save time and money on commuting and achieve a more favorable work/life balance. Over a one year period, residents saved a total of 920,000 miles collectively.

Mr. Bailey said residents are allowed to stay in the units for up to seven years. The goal is for the residents to save enough money for a down payment on a home; however, in today's market, it is difficult to save enough for a down payment. The Educational Housing Board of Directors has directed that residents be educated on financial planning while they are living in the units. To date, approximately 50 residents have moved out of the housing units and into home ownership. To help make home ownership possible, the District also offers a home loan program through which employees can borrow up to \$150,000. Chancellor Galatolo explained how the home loan program is funded.

Trustee Lethco asked how eligibility for the units is determined. Mr. Bailey said the program is open to all permanent, full-time faculty and staff and to adjunct faculty, with an established ratio for faculty and staff. The wait list, consisting of 250 employees, is significantly longer for staff.

Trustee Salahuddin asked if people generally leave to find another job or stay with the District when their terms of residency end. Mr. Bailey said they typically stay with the District. Chancellor Galatolo said residents report being overwhelmingly pleased and the only negative is that they do not want to leave. He said his goal is to have two complexes at each college so that residents will not feel the rush to move in seven years. He said this is a key element in retaining outstanding employees.

President Lie asked what process is used when residents leave employment with the District. Mr. Bailey said the Educational Housing Board has set a policy stating that residents have ninety days to vacate the unit when they leave employment.

Trustee Lethco asked if there are lessons from the first five years of operation. Mr. Bailey said appliances and carpets did not last. He said that it is important to control costs, but furnishings should be of sufficient quality to last.

President Holober congratulated the JUHSD on passage of their bond. He said this shows that the voters have trust in the District. President Holober said the SMCCCD employee housing was a vision of Chancellor Galatolo and are tremendously successful. He said a key point is that the rents are well below market rate but are not subsidized. The District makes a modest rate of return that is placed into the general fund. For the Skyline college development, President Holober said the District entered into an agreement with a real estate developer to purchase a portion of land for which the District had no use. The District will use revenue from the sale to build the 30 units on the portion it retained and the developer will build single-family homes on the portion they purchased. President Holober said Trustees Goodman and Schwarz serve on the Educational Housing Board but that Board is kept separate from the Board of Trustees.

Chancellor Galatolo said SMCCCD staff are available to help in any way they can as the JUHSD proceeds with its housing development.

**SMCCCD ACTION ITEM: ADOPTION OF RESOLUTION NOS. 18-18 THROUGH 18-22 IN SUPPORT OF SAN MATEO COUNTY SCHOOL DISTRICTS' BOND AND PARCEL TAX MEASURES**

It was moved by Trustee Mohr and seconded by Vice President Goodman to adopt resolutions in support of the San Mateo-Foster City Elementary School District parcel tax measure, the Jefferson Elementary School District bond measure, the San Bruno Park School District bond proposition, the Portola Valley School District bond measure, and the Jefferson Union High School District parcel tax measure. The motion carried, all members voting Aye.

**STATEMENT FROM CHANCELLOR:** Chancellor Galatolo expressed gratitude to Candice Bell, Assistant to the Superintendent at the Jefferson Union High School District, who did an excellent job of coordinating this meeting.

**ADJOURNMENT**

The meeting was adjourned by consensus at 8:48 p.m.

Submitted by

Ron Galatolo, Secretary

Approved and entered into the proceedings of the September 12, 2018 meeting.

Maurice Goodman, Vice President-Clerk

**Minutes of the Regular Meeting of the Board of Trustees  
San Mateo County Community College District  
September 30, 2015, San Mateo, CA**

**The meeting was called to order at 6:10 p.m.**

**Board Members Present:** President Patricia Miljanich, Vice President Dave Mandelkern, Trustees Richard Hober, Thomas Mohr and Karen Schwarz, Student Trustee Rupinder Bajwa

**Others Present:** Chancellor Ron Galatolo, Executive Vice Chancellor Kathy Blackwood, Skyline College President Regina Stanback Stroud, College of San Mateo President Michael Claire, District Academic Senate President Diana Bennett

**Pledge of Allegiance**

**DISCUSSION OF THE ORDER OF THE AGENDA**

Vice President Mandelkern noted that the agenda for both open and closed sessions is quite full. He suggested that the Board consider ending the open session portion of the meeting at approximately 8:30 p.m. and tabling items not addressed by that time until a future meeting. The Board agreed to monitor progress of agenda items and make a decision on tabling items as the meeting progresses.

**MINUTES**

It was moved by Trustee Hober and seconded by Trustee Mohr to approve the minutes of the study session of September 9, 2015. The motion carried, all members voting Aye.

**STATEMENTS FROM EXECUTIVES**

Chancellor Galatolo said he received brochures from Chief Elections Officer Mark Church listing polling places for the November 3, 2015 election. As requested by the Board, all of the District Colleges are listed as polling places.

Skyline College President Stanback Stroud asked everyone to join her in sending condolences to Connie Beringer, former Dean of Language Arts at Skyline College on the loss of her husband, Dr. Jack Fiedler, who passed away recently. Dr. Fiedler was a former administrator, counselor and faculty member in the District.

College of San Mateo President Claire said Dr. Fiedler was a faculty member at College of San Mateo. He asked that the Board adjourn this meeting in his memory. President Claire said the Child Development Center received a one-time gift of close to \$592,000 from the Lazarus Foundation Trust. President Claire said the Food Pantry, which is a partnership with the Second Harvest Food Bank, had a successful opening.

Executive Vice Chancellor Blackwood said the District submitted an application for the Silicon Valley Leadership Group's "Red Tape to Red Carpet" award. Congresswoman Jackie Speier, State Senator Jerry Hill and State Assemblymember Kevin Mullin provided letters of support. Chancellor Galatolo said two Board members recommended that the District apply for the award.

District Academic Senate President Bennett said she is participating in the Institutional Effectiveness Partnership Initiative's Partnership Resource Team as a faculty member. President Bennett said the Academic Senate will hold a Districtwide open forum for faculty and others for the Online Education Initiative and Canvas.

**BOARD SERIES PRESENTATION – INNOVATIONS IN TEACHING, LEARNING AND SUPPORT SERVICES: SMALL BUSINESS DEVELOPMENT CENTER AT COLLEGE OF SAN MATEO (15-9-3C)**

Kathy Ross, Dean of Business/Technology at College of San Mateo, said the College was awarded a grant to run a Small Business Development Center (SBDC) on campus and the SBDC opened its doors in 2013. She said SBDCs are an extension of the Small Business Administration under the Department of Commerce. Dean Ross introduced Robert Shoffner, the faculty member who leads the program.

Mr. Shoffner said there are 1,100 SBDCs nationwide and 35 in California. He said SBDCs are an integral component of the Small Business Administration's network of training and counseling services. The SBDC at College of San Mateo



receives funding from the federal, state and local governments, as well as from the District and private companies. There is no fee charged to the businesses who use the services provided by the SBDC.

Mr. Shoffner said small businesses are the engine of job growth in the United States. He said the SBDC helps businesses achieve their entrepreneurial dreams and helps make the economy of San Mateo County stronger. The advisory staff includes people with considerable industry and functional expertise.

Mr. Shoffner said the SBDC has clients in just about every city in San Mateo County; fifty percent of the clients are located in San Mateo, Daly City and Redwood City. A large number of business sectors are served, with the service establishment sector comprising 42%. In 2014, the approximate ownership of businesses by group was: women-30%; African American-1%; Asian-19%; and Hispanic-12%. The SBDC is focused on how to help minority businesses in the County.

Mr. Shoffner said the SBDC offers counseling, along with workshops and training events. He discussed a variety of events including Getting to Wow with Bill Reichert and The Angels Forum with Carol Sands. The SBDC is also partnering with the District's Community, Continuing and Corporate Education for a five seminar series.

Mr. Shoffner said the SBDC has a strong focus on student engagement. He served as consultant to the College of San Mateo Business Club for the Innovator Forum event in spring 2015. The Center is using student interns to assist with social media strategy and will be utilizing a team of students to assist with counseling one or more business clients under the direction of the Center Director and business advisors. The Center is working with the College of San Mateo Cosmetology Department to develop a series of workshops to prepare students for entrepreneurship and self-employment. Mr. Shoffner said the Center is also reaching out to students at Cañada College and Skyline College.

Mr. Shoffner said the SBDC has had 130 new business clients since its opening in 2013. The total client base is 3,000. There were 980 total client hours; 114 total clients counseled; 8 new businesses created; and 50 jobs created. Success stories include Amour, Seedles, Grace Yoga, and San Francisco Wine School.

Mr. Shoffner said plans for 2015-16 include assisting the Bay Area Entrepreneur Center of Skyline College with a major rebranding effort; expanding student engagement efforts at all three campuses; expanding outreach efforts to ethnic/minority communities; and holding the San Mateo County Economic Summit.

Trustee Mohr asked how the SBDC is promoted to the business community. Mr. Shoffner said social media is utilized and he also conducts outreach by attending several events each week, such as meetings of Chambers of Commerce and business organizations.

Vice President Mandelkern asked Mr. Shoffner to compare and contrast the activities of the SBDC and the Bay Area Entrepreneur Center (BAEC) and asked if there is an opportunity for cooperation between the two. Mr. Shoffner said there are opportunities for collaboration. He said the businesses that typically come to the BAEC are early stage businesses which can be referred to the SBDC for additional assistance. He said the SBDC has some counselors at the BAEC. The BAEC will also be used as the Northern California site for the SBDC and some events will be held there. President Stanback Stroud said the BAEC is an incubator center; there are seven tenants who pay a small amount of rent to have their businesses housed there.

Vice President Mandelkern said the Board previously was presented with information on the EDGE, an initiative of the San Mateo Chamber of Commerce. He asked how this initiative compares and contrasts with the SBDC. Mr. Shoffner said he sees the SBDC and the EDGE as complementary. He said the EDGE is set up to help technology-oriented businesses interface with the City and get established in downtown San Mateo. He said the SBDC can help the businesses in other areas, such as counseling and securing of capital.

Trustee Holober asked if the SBDC is available to non-profit organizations. Mr. Shoffner said it serves for-profit businesses primarily, but will work with non-profit organizations on a selective basis.

Student Trustee Bajwa asked how students may take advantage of the SBDC's resources and workshops. Mr. Shoffner said events are posted on the District website and he also reaches out to the business clubs on the campuses. He added

that all events are free of charge to students. President Claire said business faculty at College of San Mateo encourage students to attend SBDC events.

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

Tom Bauer, Vice Chancellor of Auxiliary Services and Enterprise Operations, said the Auxiliary Services Department's annual report is finished and copies are placed at each Board member's place on the dais. He acknowledged the outstanding work of Kevin Chak, Manager of the Skyline College Bookstore, and Amanda Bortolo, who works in the Skyline College Copy Center, who put the report together. He said the pictures in the report show that (1) the community members pictured are intertwined and integrated with the services, and (2) the employees pictured – whether they work in the Bookstores, Food Service, the San Mateo Athletic Club or Community Education – are committed to the success of Auxiliary Services.

Maxine Turner, a member of the public, asked how and why a new, large demolition and new construction project (Building 19) was added to the capital projects between the time that the EIR Notice of Preparation went out in May and the time that the EIR came out for review. President Miljanich explained that this portion of the Board meeting is set aside to hear statements from members of the public but the Board is not allowed to engage in dialogue about an item that is not on the agenda. She said José Nuñez, Vice Chancellor of Facilities Planning, Maintenance and Operations, will follow up with an email response to Ms. Turner.

Donna Bischoff, a member of the public, said she has complained to the District about watering on the College of San Mateo campus in the middle of the day and watering in general. She said she was provided information on the District's water conservation efforts. She said she was horrified to see that in July and August, new sod was being put in for the North Gateway project. She said she does not believe there is a correlation between positive student outcomes and the amount of sod on a campus. She said sod uses water and manpower and produces pollution and runoff. She said the District's efforts to conserve water are positive, but she asked that the District reconsider putting in sod on the campuses.

### **NEW BUSINESS**

#### **APPROVAL OF PERSONNEL ITEMS: CHANGES IN ASSIGNMENT, COMPENSATION, PLACEMENT, LEAVES, STAFF ALLOCATIONS AND CLASSIFICATION OF ACADEMIC AND CLASSIFIED PERSONNEL (15-9-3A)**

It was moved by Trustee Holober and seconded by Trustee Mohr to approve the items in the report. Vice President Mandelkern asked for confirmation that the normal hiring process was followed for all appointments listed on the report. Vice Chancellor Eugene Whitlock said the hiring process was followed for all positions except reclassifications, which are not subject to the hiring process. The motion carried, all members voting Aye.

#### **APPROVAL OF CONSENT AGENDA**

President Miljanich said the consent agenda consists of board reports 15-9-1CA through 15-9-9CA as listed on the printed agenda. Trustee Schwarz requested that items 15-9-6CA and 15-9-7CA be removed from the consent agenda for further discussion. It was moved by Trustee Mohr and seconded by Trustee Holober to approve the remaining items on the consent agenda. The motion carried, all members voting Aye.

#### **ACCEPTANCE OF PROGRAM SELF-EVALUATION FOR THE COLLEGE OF SAN MATEO CHILD DEVELOPMENT CENTER AND SKYLINE COLLEGE EARLY LEARNING & CHILD DEVELOPMENT CENTER (15-9-6CA)**

It was moved by Trustee Schwarz and seconded by Vice President Mandelkern to accept the self-evaluation. Trustee Schwarz said the board report indicates that the self-evaluation will be presented to parents of children enrolled in the Centers. She asked if they will receive copies of this written report or if it will be a verbal report. Executive Vice Chancellor Blackwood said she believes the parents will receive a verbal report and that the written report will be posted on the website. Trustee Schwarz said she would like the Board to have an opportunity to attend a session at which a verbal report is presented and asked that the Board be notified about the scheduling of the sessions. Trustee Mohr said it would be helpful for the Board to have a summary of findings rather than the lengthy report. Chancellor Galatolo suggested that the District seek Board approval tonight and follow up with a summary of findings and a timeline for the verbal reports to parents. After this discussion, the motion to accept the self-evaluation carried, all members voting Aye.

**APPROVAL OF APPOINTMENT OF OFFICIAL REPRESENTATIVES TO THE ADULT-EDUCATION COLLEGE AND CAREER EDUCATIONAL LEADERSHIP (ACCEL); AGREEMENT TO REPORT ON FUND USE AND OUTCOMES; AND AGREEMENT TO RULES AND PROCEDURES (15-9-7CA)**

It was moved by Trustee Schwarz and seconded by Trustee Holober to approve the governance structure as detailed in the report. Trustee Schwarz said the report is lengthy and it might be helpful for the Board to receive a brief presentation on ACCEL. Gregory Anderson, Vice President of Instruction at Cañada College, said this report is simply a request for the Board to accept the governance and funding structure of ACCEL as required by the State. Chancellor Galatolo said ACCEL is an ongoing program and reports will continue to be provided periodically. After this discussion, the motion carried, all members voting Aye.

**Other Recommendations**

**APPROVAL OF DISTANCE EDUCATION SUBSTANTIVE CHANGE PROPOSAL FOR SKYLINE COLLEGE TO BE SUBMITTED TO THE ACCREDITING COMMISSION FOR COMMUNITY AND JUNIOR COLLEGES (ACCJC) (15-9-1B)**

It was moved by Trustee Mohr and seconded by Trustee Holober to approve the proposal as detailed in the report. The motion carried, all members voting Aye. Trustee Mohr said he appreciates the inclusion of a process for students to evaluate whether they are ready for online learning and the availability of advising and counseling.

**ADOPTION OF DISTRICT STRATEGIC PLAN (15-9-2B)**

It was moved by Trustee Schwarz and seconded by Trustee Mohr to adopt the Strategic Plan as presented. Executive Vice Chancellor Blackwood said development of the Strategic Plan began in September 2014 and was spearheaded by two committees. The Strategic Plan Steering Committee was composed of two Board members, Chancellor, College Presidents, President of the District Academic Senate, Deputy and Executive Vice Chancellors, Vice Chancellor(s) of Educational Services and Planning, and Director of Community and Government Relations. The District Strategic Planning Task Force was composed of the same group, minus the two Board members and adding the College Researchers and College Academic Senate Presidents. In addition, Rick Voorhees and Tom Gonzales of the Voorhees Group provided assistance.

Executive Vice Chancellor Blackwood said multiple forums were held to discuss: (1) the planning process, including the environmental scan and planning assumptions; (2) Districtwide data including trends for demographic shifts, instructional program trends, degrees and certificates awarded, and student success; and (3) draft goals and strategies. Executive Vice Chancellor Blackwood said she received many subsequent emails and telephone calls which provided extensive additional information and revisions to the goals and strategies. Presentations were made to District and College participatory governance groups and to the Board. District Academic Senate President Bennett said the Strategic Plan was discussed and reviewed at the District Academic Senate and local Senate levels and faculty provided significant input. She said she is confident that faculty had adequate opportunity to engage in the process.

Jamillah Moore, Vice Chancellor of Educational Services and Planning, noted that the Board has had an excellent vision regarding student access and success and said the Strategic Plan goals are aligned with the Boards goals. She outlined each of the four strategic goals and discussed how they are aligned with Board goals.

Executive Vice Chancellor Blackwood said the Strategic Plan is also tied to resource allocation. She said the new resource allocation model includes annual funding for an Innovation Fund to support program development. Executive Vice Chancellor Blackwood said that when she builds the budget each year, she also includes budgeting for two years out. She said that for this budget cycle, she included ongoing money in each year to continue to expand and achieve the goals of the Strategic Plan. She said staff will brief the Board at the annual retreat and again at the end of the year on how the money was spent and what was achieved.

Vice Chancellor Moore said the Strategic Plan is accompanied by a set of metrics and planning assumptions. She said the metrics are a summary of data-driven trends and their implications and are a work in progress. The planning assumptions are statements that shape the planning process and create a shared future vision. Vice Chancellor Moore said the Strategic Plan is grounded in its foundation in the Colleges' Educational Master Plans. She said the programs included in the Strategic Plan are the Middle Colleges at Cañada College and Skyline College; Project Change at College of San Mateo; and the SparkPoint Centers at Cañada College and Skyline College. Vice Chancellor Moore said there is work to be done, but those involved in the planning process believe the Strategic Plan is a working document that addresses the

importance of access, equity and completion. She said the Board will receive ongoing updates and will engage in dialogue regarding progress and what adjustments might need to be made.

Vice Chancellor Moore said three students will describe their experiences in existing programs.

Nick is a student who participated in Project Change, which serves youth who have been through the juvenile justice system. He said the program provides support that is out of the ordinary. He said he is the first in his family to attend college and he did not understand the process. He said Project Change guided him through it and also provided financial help for textbooks. He said he realized he could either continue on the path he was on or become whatever he wanted to be. Nick said he is leaving tomorrow to join AmeriCorps. He said he would not have been able to accomplish what he has without the help of Project Change. Vice President Mandelkern asked Nick about his educational goals. Nick said his long-term goal is to become a firefighter and eventually a chief. He said he wants to get a dual major in Fire Science and Sociology and transfer to a four-year institution to earn a degree.

Alexandra Wildman, a student at the Middle College at Cañada College, said attending Middle College was the best decision she has ever made. She said students experience “culture shock” when they first arrive at the Middle College; however, the weeklong orientation provides the opportunity to explore the campus and be introduced to resources and services that are not available at the high schools. She said that the Middle College teachers are also the students’ counselors and they help students every step of the way. Ms. Wildman said Middle College students are fully integrated into the campus. She currently serves as Vice President of the Associated Students of Cañada College (ASCC) and other Middle College students serve on the ASCC Board with her. Vice President Mandelkern asked Ms. Wildman about her educational goals. Ms. Wildman said she is interested in Public Health. She hopes to eventually earn a Ph.D. and work for the National Institutes of Health.

Monique Hernandez said she is a single mother who returned to school at Skyline College after taking ten years off. She said her EOPS Counselor advised her of the resources and services available on campus and connected her with the SparkPoint Center and with a job opportunity. She said SparkPoint has had a tremendous impact on her life. She was able to gain access to services for which she was eligible, receive credit counseling and improve her credit score, and meet with a financial coach to learn how to budget and build plans for the future. She said she not only gained advocates, but learned how to become an advocate for herself. She said she was able to help other students through her job at SparkPoint and witnessed the impact of the Food Pantry and Grove Scholarships for students in need. Ms. Hernandez said she transferred from Skyline College and is now in her second year at San Francisco State University. Her goal is to earn a doctorate in marriage and family therapy.

Trustee Schwarz thanked the students for their comments. She said it is gratifying to hear of their success and said she is happy that the District offers such opportunities for students. She said she is pleased that Middle College students have become more and more involved in campus life.

Executive Vice Chancellor Blackwood thanked the students for sharing their stories. She also thanked the College Researchers who provided a multitude of data to the Voorhees Group; Sue Harrison, Roxanne Brewer and Ginny Brooks for editing assistance; everyone who came to forums and meetings to participate in the process; and the Board for encouraging and directing the development of the Strategic Plan. She expressed special thanks to Trustees Holober and Mohr who served on the Steering Committee.

Trustee Schwarz thanked Trustees Holober and Mohr for giving their time and providing information to the entire Board. She said she agrees that having a working document that can be tweaked as needed is the appropriate road to take.

Trustee Mohr said the Strategic Plan is the means by which the Board gives direction to the District. He said it is also the platform by which partnerships are formed throughout the District and how discourse is conducted around the well-being of students. He said it provides the opportunity to understand the kinds of investments the District is making in students. Trustee Mohr said he appreciates the tremendous effort that has gone into the development of the Strategic Plan. He said it is very explicit and goes to the heart of the matter.

Vice President Mandelkern thanked everyone at the District and Colleges who participated in the strategic planning process, along with Trustees Holober and Mohr. Vice President Mandelkern said he appreciates the inclusion of the SWOT (strengths, weaknesses, opportunities and threats) Analysis. He suggested that the Strategic Plan also address:

1. remediation of the anticipated retirement of a number of key employees
2. the competitive dynamic with for-profit colleges

Vice President Mandelkern said his suggestions are the opinion of only one Board member and are meant to be constructive.

Trustee Holober acknowledged Trustee Mohr's important role in how the Strategic Plan evolved. He said Trustee Mohr repeatedly stressed the Board's role in establishing and measuring goals and having accountability around academic performance, etc. He said this is a crucial element of the Strategic Plan. Trustee Holober said another important concept in the document is timing; the District is experiencing relatively good times economically, allowing it to enhance academic offerings. He said the focus on equity and justice, bringing added resources to bear on targeted populations who could benefit from having access and the ability to succeed, is a key message.

Trustee Holober said it is very important to acknowledge and understand that the Strategic Plan is a working document and that the metrics are placeholder numbers rather than directives. Vice President Mandelkern agreed and said he hopes the metrics will be revisited and honed quite frequently.

Trustee Holober said Strategic Goal #4 evolved over the course of the writing of the Plan. He said it originally spoke only to entrepreneurial activities but now addresses three areas which he said he believes should be ranked in importance as follows:

1. Preserve the District's community-supported status
2. Be prudent in how money is spent, i.e. utilize program review
3. Entrepreneurial activities

Trustee Holober said the Board has had debate on some entrepreneurial activities, reflecting differing philosophies on what kinds of activities are appropriate. He said he believes there should be full-fledged Board discussions when embarking on entrepreneurial activities.

Student Trustee Bajwa said the District Student Council discussed the Strategic Plan and supports it enthusiastically. He said he is pleased that it is a living document and that its title includes "Students First."

Vice President Mandelkern said he believes the issue of job placement as a goal could be expanded upon and improved in Goal #2. He said he also would like to see metrics around this issue.

With regard to the issue of student success in Goal #2, Vice President Mandelkern said the State-mandated metrics are still being used and he would like to see a more individualized look at the District's students' goals. He said he believes that students who accomplish what they came to the Colleges to do should be recorded as successes. Trustee Mohr said this issue was discussed extensively. He said it is assumed that data will be brought back over a period of time by the College researchers and definitions need to be brought together soon. Trustee Mohr added that he believes there is a strong need for a researcher at the District Office. Trustee Holober said Goal #1 includes the State-mandated metrics on transfer and degree/certificate completion. He said an additional metric could speak to students who complete an educational plan indicating that their goal is to brush up on skills and then achieve that goal. Executive Vice Chancellor Blackwood said most students who take only one or two courses do not complete an educational plan, making it difficult to obtain data. She said 65% to 70% of District students complete educational plans. Vice President Mandelkern said metrics are critical and he would like to see 100% of students complete educational plans. Chancellor Galatolo said he believes the focus for developing metrics should first be on current initiatives, e.g. Middle College, First Year Experience and Project Change.

Vice President Mandelkern said he believes that protecting the District's community-supported status is the most significant factor in Goal #4. He asked about the metric regarding building coalitions among other community-supported districts. Chancellor Galatolo said protecting the District's status is a primary focus. He said the District has attempted to form coalitions; however, this has proven difficult because of the small number of community-supported districts and the frequent leadership changes within those districts. Vice President Mandelkern said this is one of the most significant issues for the District and he would be open to suggestions on developing metrics. President Miljanich said it would be difficult to develop meaningful metrics for this issue. She noted that Chancellor Galatolo has shown great leadership in this area.

Vice President Mandelkern said the Strategic Plan does not address how to replicate successful programs, such as MathJam and Writing in the End Zone, across the campuses. He said he hopes this will be addressed moving forward. Trustee Schwarz said this has been discussed when presentations are made to the Board. She said she believes each College should decide if a program would work on its campus. She said she appreciates the diversity of what occurs at each College. President Claire said each campus has its own personality, but this does not prevent them from considering ideas from the other Colleges. Trustee Mohr said the Strategic Plan brings the Colleges closer together than they were before. Vice President Mandelkern said he believes it is important to examine best practices and he hopes successful programs will be applied across the District when it makes sense. President Stanback Stroud said there is a culture of collaboration in the District and the Colleges are willing to learn from each other.

President Miljanich said she appreciates the focus on connecting Board goals with the goals in the Strategic Plan. She said she understands that the Strategic Plan is a work in progress and she appreciates everything that has been done to this point.

After this discussion, the motion to adopt the Strategic Plan carried, all members voting Aye.

**ADOPTION OF RESOLUTION NO. 15-27 CALLING ON THE ACCREDITING COMMISSION FOR COMMUNITY AND JUNIOR COLLEGES TO GRANT CITY COLLEGE OF SAN FRANCISCO FULL ACCREDITATION (15-9-3B)**

It was moved by Trustee Mohr and seconded by Trustee Schwarz to adopt Resolution No. 15-27. The motion carried, all members voting Aye.

**APPROVAL OF SOLE SOURCE PURCHASE OF PRECOR FITNESS EQUIPMENT (15-9-100B)**

It was moved by Trustee Mohr and seconded by Trustee Schwarz to approve the sole source purchase as detailed in the report. The motion carried, with Trustees Holober, Miljanich, Mohr and Schwarz voting Aye. Vice President Mandelkern had stepped away from the meeting during consideration of this item and did not cast a vote.

**APPROVAL OF CONTRACT AWARD FOR CAPITAL IMPROVEMENT PROGRAM PHASE 3 (CIP3) CONSTRUCTION MANAGEMENT SERVICES (15-9-101B)**

It was moved by Trustee Mohr and seconded by Trustee Schwarz to approve the contract as detailed in the report. Ms. Turner asked how the Board can vote to authorize projects before the ERI is certified. Karen Powell, Executive Director of Facilities Planning and Operations, said the District is precluded from moving forward with construction until the EIR is certified; however, the District's counsel and environmental consulting firm have both confirmed that it is appropriate and usual to engage in planning efforts. Ms. Turner said that if a project does not make it through the CEQA process, the District will have wasted money on a project that cannot be built. President Miljanich said the District will be prepared and ready to begin when a project does make it through the process. Ms. Powell said the schedule to complete the EIR comment period and adopt the plan dovetails well with the timing to initiate the detail design for the projects. She said it is unlikely that the detail design will get underway or incur significant costs before the EIR is certified.

Trustee Holober asked about the timeframe for the CEQA process. Ms. Powell said staff hopes to be able to ask the Board to certify the plan at its December meeting, after the close of the comment period. Trustee Holober asked about the timeframe during which the money for the proposed Swinerton contract would be expended. Vice Chancellor Nuñez said the proposed contract period is seven years. Chancellor Galatolo said expenses would be incurred largely subsequent to the CEQA review and when construction begins. Vice President Mandelkern noted that the proposed construction management contract includes all projects in CIP3; therefore, if a project is challenged, many other projects could still move forward. He said it is important to keep spending in line with projects that have been authorized by the Board.

After this discussion, the motion to approve the contract award carried, all members voting Aye.

**AUTHORIZATION FOR CAPITAL IMPROVEMENT PROGRAM PHASE 3 (CIP3) PROJECT DELIVERY METHODS, PHASE ONE PROJECTS (15-9-102B)**

It was moved by Trustee Schwarz and seconded by Trustee Mohr to authorize the delivery methods as detailed in the report. Ms. Bischoff said the report includes the planned demolition of Buildings 20 and 20A at College of San Mateo. Chancellor Galatolo said this is planned pending the outcome of the State Supreme Court decision.

Trustee Holober asked what the projected cost of the first-wave projects is. Vice Chancellor Nuñez said the cost for the first seven projects is \$362 million. The total cost for all projects is \$481 to \$530 million. Trustee Holober said he has raised reservations regarding priorities, particularly with regard to Cañada College Building 1. He said this project has more than doubled in size since the time the District was estimating projects for the general obligation bond ballot measure. He said he would prefer to remove this project from the list pending the outcome of a potential Statewide facilities bond which will be on the ballot in 2016 and would allot the District approximately \$29 million. Vice Chancellor Nuñez said the Statewide bond is not applicable to the Cañada College Building 1 project. President Miljanich said she is not in favor of removing this project. She said she does not feel qualified to override the Colleges' determination of the needs for their campuses. Trustee Mohr said he is very comfortable with moving forward with the project. He said College faculty and staff are very much in touch with the needs of the community and students they serve. He said there is a lack of equity when comparing the current facility with the facilities on the other campuses. Trustee Mohr said students deserve something better for their entire well-being and he believes this is why faculty and staff brought the project forward as a top priority.

Trustee Holober said he does not question the need for a new state-of-the-art facility at Cañada College to serve the needs of students and the community. He said he is concerned with the expansion of the project, largely to accommodate an athletic club for the surrounding community. He said he has concerns about the way the current athletic club at College of San Mateo is operated, including employment issues.

Vice President Mandelkern asked if there is prioritization among the seven first-wave projects. Vice Chancellor Nuñez said there is a sequence of projects, with the Cañada College Kinesiology and Skyline College Environmental buildings coming first, followed by the Math/Science building at Cañada College. He said there is only a one month gap between projects. Vice President Mandelkern said he would prioritize the Math/Science building first because of the critical demand for educational facilities. Chancellor Galatolo said that, while the new Math/Science building will improve the labs that are currently available in Buildings 16/18, classes and labs can still be held in the current building. He said Building 1 is critical because the facility has become a drain on the institution in terms of the effectiveness of classes conducted in the building. Chancellor Galatolo said the plan to expand Building 1 to include a fitness facility will largely underwrite the cost of replacing the current facility.

Trustee Schwarz said she appreciates that the report reflects what the Board requested, which was for the faculty and staff at the Colleges to prioritize projects and identify appropriate delivery methods. She said she supports the request for authorization as it is.

Ms. Turner said that when the Measure C bond measure passed, Chancellor Galatolo said the District would be able to complete all of the improvements in the Facilities Master Plan that was in place at the time. She said that after the District hired Steinberg Architects, it did an inadequate CEQA review process and destroyed the historic campus at College of San Mateo by tearing down buildings and replacing them with large, extravagant buildings. Ms. Turner said she believes the Board has been given bad advice by Chancellor Galatolo and some of the architects and planners hired by the District. She said the educational programs at the Colleges seem wonderful but she believes the District has been wasteful on construction projects.

Vice President Mandelkern said the recommended delivery method for four of the first-wave projects is Construction Management at Risk (CMAR). He said the District does not have experience with this method but has had previous success with the Design-Build method. He suggested that the CMAR method might be used on one project first to see how it works. Ms. Powell said many of the most reputable and experienced contractors in the District's market are pursuing work only under CMAR and have said they will not pursue hard bid contracts. She also said staff has worked to select the method that best mitigates risks associated with particular projects. She said staff believes the District will get the best value by using CMAR for the four projects, without taking on undue liability for errors and omissions in the design documents. Trustee Mohr said he did considerable reading on the CMAR method. He said it has significant advantages, including pre-construction services; constructability expertise throughout the project; cost estimating done upfront; budgeting schedule more carefully laid out; and guaranteed cost of the work.

After this discussion, the motion to authorize the CIP3 project delivery methods for the phase one projects carried, with Trustees Mandelkern, Miljanich, Mohr and Schwarz voting Aye and Trustee Holober voting No.

**ADOPTION OF RESOLUTION NO. 15-28 REGARDING BOARD ABSENCE (15-9-103B)**

It was moved by Trustee Holober and seconded by Trustee Schwarz to adopt the resolution as detailed in the report. The motion carried, with Trustees Holober, Mandelkern, Mohr and Schwarz voting Aye and President Miljanich abstaining.

At this time, the Board agreed to table Information Reports 15-9-4C, A Discussion of Liabilities, and 15-9-5C, Discussion of Board of Trustees Self-Evaluation. These items will be presented at a future meeting.

**COMMUNICATIONS**

President Miljanich said the Board received an invitation to participate in the Policy Advisory Committee for the San Mateo County sea level rise vulnerability assessment. The first meeting will take place on the morning of October 7. Trustee Mohr has volunteered to attend the meeting and report back to the Board. President Miljanich said the Board also received an email from a candidate for the ACCT Diversity Committee asking for Board members' support.

**STATEMENTS FROM BOARD MEMBERS**

Trustee Schwarz said she attended the Skyline College Success Summit which was very well done. She said housing and transportation continue to be the two most significant issues facing the County. She said she was particularly interested in two ideas that were discussed: (1) the possibility of partnering with city shuttles, and (2) using pipe bursting to repair pipes. Vice Chancellor Nuñez said pipe bursting has been used on all three campuses.

Vice President Mandelkern said he visited the Bay Area Entrepreneur Center of Skyline College. He said it is an impressive facility located in the heart of the San Bruno community. He said the BAEC and the Small Business Development Center both provide opportunities to fulfill the mission of reaching out to the community to provide resources. Vice President Mandelkern said he attended the Skyline College Success Summit. He said the content and speakers, including Chancellor Galatolo, were first rate and he hopes this event will continue to grow.

Trustee Holober said he submitted a third party comment to the Department of Education on its review of the ACCJC. He said he addressed the finding that the ACCJC does not have acceptance by the educational community and said he agreed with this finding. He said he will forward his comments to the rest of the Board.

Trustee Mohr said he attended a meeting of an advisory committee composed of SMCCCD members and Sequoia Union High School District members to consider cooperating in the development of a new school. He quoted from a statement of the Sequoia Union High School governing board which indicates that they are interested in a Small School with content-specific courses that would provide students with practical and theoretical knowledge to apply in work-based learning environments, i.e. linked learning. Trustee Mohr said he believed it was the intention of the SMCCCD Board to join with the Sequoia District in the formation of an Early College High School which is a different concept than linked learning. He said he and Vice President Anderson will be attending another committee meeting and he will report back to the Board. Trustee Schwarz and Vice President Mandelkern said they agree that the Board should hold further discussions on this issue.

Trustee Mohr said the executive reports submitted to the Board as part of the board packets are superlative. He said activities offered to students outside of the classroom are superior to many universities and take the educational process to a very high level.

Student Trustee Bajwa said student leaders at the Colleges have identified issues and concerns that affect students and have brought them to the District Student Council. He said the Council is looking at ways to address the issues. He said student body fees have not changed since 2001 and a recommendation to increase the fees may come to the Board for consideration. Student Trustee Bajwa said the Board will be invited to attend District Student Council meetings at which certain issues are addressed.

**RECESS TO CLOSED SESSION**

President Miljanich said that during Closed Session, the Board will (1) consider the personnel items listed as 1A and 1B on the printed agenda, (2) hold a conference with legal counsel regarding three cases of potential litigation as listed on the printed agenda, and (3) hold a conference with agency labor negotiator Eugene Whitlock; the employee organizations are AFT, AFSCME and CSEA.

The Board recessed to Closed Session at 9:05 p.m.



**CLOSED SESSION ACTIONS TAKEN**

President Miljanich announced that at the closed session just concluded, the Board took action to suspend an Instructional Aide.

**ADJOURNMENT**

It was moved by Trustee Holober and seconded by Trustee Schwarz to adjourn the meeting. The motion carried, all members voting Aye. The meeting was adjourned at 10:15 p.m. in memory of Dr. Jack Fiedler.

Submitted by

Ron Galatolo, Secretary

Approved and entered into the proceedings of the October 14, 2015 meeting.

Dave Mandelkern, Vice President-Clerk