

**Minutes of the Annual Retreat of the Board of Trustees
San Mateo County Community College District
February 11, 2017, San Mateo, CA**

The meeting was called to order at 9:00 a.m.

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

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 Jamillah Moore, Vice Chancellor of Auxiliary Services and Enterprise Operations Tom Bauer, Interim Vice Chancellor of Educational Services and Planning Kimberlee Messina, Chief of Staff Mitchell Bailey

DISCUSSION OF THE ORDER OF THE AGENDA

None

STATEMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS

None

INFORMATION REPORTS

REVIEW OF ENTERPRISE RESERVE AND ALLOCATION OF SURPLUS FUNDS (17-2-1C)

Vice Chancellor Tom Bauer presented the Board with an overview of the enterprise reserve and an allocation of surplus funds. Mr. Bauer noted that the enterprise funds contain the bookstores, dining services, San Mateo Athletic Club (SMAC) and Corporate and Community Education. The total fund balance for all auxiliary funds for FY17 (as of December 31, 2016) was \$12.8 million.

It was discussed that \$430,000 would be allocated from auxiliary operating funds to support the following initiatives:

- Skyline College President's Innovation Fund - \$100,000 (an increase of \$50,000 over funding from last year)
- CSM First Year Initiative (College Promise initiative) - \$200,000
- Cañada College Stay Strong (College Promise initiative) - \$100,000 (all new funding for this year)
- Phi Theta Kappa (PTK) Membership Fee - \$30,000

The college presidents explained to the Board how they were planning to utilize these funds. Skyline College will utilize the funds to increase scholarships and programming for student success. Cañada College will use the funds to support their Expanding Student Opportunity (¡ESO!) Adelante Project. College of San Mateo will be applying their funds to last-dollar scholarships and to expand their lending library of texts and equipment for students.

Trustees expressed support for utilizing the funds for student success and completion initiatives and reinforced to the college presidents that the Board would be very interested in the outcomes associated with this funding for the proposed programs.

DISCUSSION OF STRATEGIC PLAN METRICS AND DATA TOOLS (17-2-2C)

President Mohr explained that the Board was very interested in the development and discussion of metrics for the District's Strategic Plan. Interim Vice Chancellor Messina presented the Board with the following information that supports the work of the Strategic Plan:

- **Data Dashboard** – this new tool allows for the review and display of data that is customizable by the user to gain information about various populations, locations, activities and successes of students at each college and across the District. This dashboard is web-based and will be accessible for general use.
- **Data Definitions** – to ensure that there is consistent collection and reporting of data at the college- and district-levels, the District Research Council has developed a set of standard data definitions that correspond with the various goals and components of the strategic plan. This process for developing standard definitions is critical to future metrics and benchmark reporting and analysis.

Trustees acknowledged that the District’s data collection, analysis and utilization tools and processes are not optimal in their current state. The strategic plan is helping to drive focus to this issue. Trustees reasserted their explicit expectation to have precise development of metrics/benchmarks for the plan. Additionally, they expect a more holistic presentation of data and want more and regular communication about data and findings as it relates to the items outlined in the strategic plan. Staff will report back to the Board on defined metrics and tracking data, along with an assessment of what tools are needed for data collection, analysis and reporting.

PRESENTATION OF DISTRICT/COLLEGE PROMISE INITIATIVES (17-3-3C)

Skyline College President Stanback Stroud, College of San Mateo President Claire and Cañada College President Moore each explained to the Board how they were developing and implementing a college promise program at their respective campuses.

At Skyline College, the program has two components: Summer Scholars Institute and Promise Scholarship Program. The Summer Scholars Program is intended for recent high school graduates and GED recipients and is designed to increase the number and share of new Skyline students who begin college-ready. Upon completion of the program, participants are automatically eligible for the Promise Scholarship. This scholarship is awarded to recent high school graduate and GED recipients who enroll full-time with an educational goal of achieving a certificate, degree and/or transfer.

At College of San Mateo, the focus is on “Year One”. The college intends to significantly improve persistence, success and completion rates for the two-thirds of the student body who are under age 25 by providing staff, faculty and resources as support in the framework of a guided program while students are enrolled in high school and through their first year at CSM. CSM has collaborated with local high schools to redesign the path from high school to college. “Year One” is built on three pillars: momentum, support and pathways.

At Cañada College, the promise program is embedded in their Expanding Student Opportunity (¡ESO!) Adelante Project and focuses on the first program goal – Start Strong. Through programs such as the Math Jam, students participate in a one-week intensive, self-paced math tutorial program with group lessons and math tutoring support that are led by math faculty and peer tutors. It is offered to all students in basic skills and transfer-level math courses, and is hosted in January, June and August. The Math Jam has two primary purposes: (1) to prepare students for their next math course, and (2) to assist students in improving their math placement test results.

All of the colleges’ promise programs are showing great successes and will continue to evolve and be refined as more data is collected and analyzed in the coming semesters.

DISCUSSION OF DISTRICT PROMISE PROPOSALS (17-3-4C)

Chancellor Galatolo continued the discussion of the promise program and suggested five areas where the District could focus additional support and resources to ensure that students have opportunities to mitigate limiting personal circumstances. The Chancellor outlined the following topics:

- **SMCCCD Trustee Grant (BOGG+)** – this local grant would (1) expand the family income eligibility to better reflect the cost of living in San Mateo County – accordingly, more students would receive a grant, and (2) provide financial incentives for students who exceed academic requirements (higher GPA, complete more units, accelerated progress toward educational goals, etc.); and provide students with a bookstore voucher to offset textbook purchases/rentals.
- **Open Educational Resources** – textbook costs continue to soar and often the text costs more than the course for which it is required. The District should significantly expand the development and use of open educational resources by faculty and make those resources available to students at no cost.
- **Food Insecurity** – an increasing number of students find themselves in a situation where they have food insecurity – meaning they do not have resources for or access to regular consumption of nutritious food on a regular basis. In the K-12 system, students are eligible for free and reduced breakfast/lunch programs provided at their respective schools; no such state- or federal-supported program exists beyond grade 12. The District should explore options for meal vouchers for students who would meet a defined eligibility requirement.
- **Transportation** – many of the students who attend the District’s colleges are place bound due to a lack of transportation resources – both personal and public. Public rail (BART and CalTrans) have limited offerings for

SMCCD students and SAMTRANS routes often do not conform to student needs/schedules. The District should explore expansion of the SAMTRANS direct commuter shuttle that is in use at Skyline College (linking BART and the College) and develop other partnerships to provide public transportation access for students to and between all three colleges.

- **Student Housing** – housing costs in the Bay Area are among the highest in the nation. More and more individuals and families are finding it economically impossible to live on the peninsula. The District has been working to address this issue as it relates to recruiting and retaining employees, through faculty and staff housing developments. The District could explore options for student housing to ensure that those students who attend the District's colleges are not limited in their ability to attend due to housing insecurity.

Trustees expressed their interest in having further discussions about each of these topics at future study sessions or business meetings. They recommended the development of discreet proposals for each topic, with data contextualizing the issue and comparisons with other colleges/districts in the region. There was also an interest in aligning these funding needs with the work of and funds available through the Foundation. The Chancellor confirmed that he would work with the board president to schedule discussions of these proposals.

DISCUSSION OF STAFF POSITIONS HIRING SUMMARY, 2013 – 2016/17 (17-2-5C)

Executive Vice Chancellor Blackwood presented the Board with a comparative overview of funded positions that were in the 2013/14 adopted budget and the 2016/17 adopted budget. The report was segregated by college and also provided a districtwide perspective. Of note was the decline of student enrollments and the flat or increased number of employees in certain classifications. The Board expressed interest in having a brief justification for newly created positions that connect to the strategic plan when the personnel report is presented to the Board each meeting. Additionally, the Board is interested in further discussion on faculty load and efficiency.

DISCUSSION OF FUTURE STUDY SESSION TOPICS (17-2-6C)

President Mohr invited feedback from the Board regarding topics of interest for future study sessions. Trustees generally agreed that they are very interested in topics that reinforce the strategic plan goals and associated metrics. Additionally, the Board asked that the topic relating to the Foundation MOU include an alignment with the District's Strategic Plan, and they requested that the topic of Corporate and Community Education be added as a possible session topic. Trustees expressed an interest in having the list of possible study session topics be circulated and to have each trustee provide feedback about their priority interests.

ADJOURNMENT

The meeting was adjourned by consensus at 1:56 p.m.

Submitted by

Ron Galatolo
Secretary

Approved and entered into the proceedings of the March 22, 2017, meeting.

Richard Holober
Vice President-Clerk

**Minutes of the Board of Trustees Retreat
San Mateo County Community College District
April 7, 2018, Half Moon Bay, CA**

The meeting was called to order at 9:00 a.m.

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

Chancellor Ron Galatolo joined the meeting at 12:00 p.m.

Dr. Jerome Hunter, retreat facilitator, discussed the role of the facilitator, ground rules and anticipated outcomes.

Utilizing the handout from the November 16, 2013 retreat and additional materials from the Association of Community College Trustees (ACCT), a discussion on the Board role and Board/CEO partnership was held.

Items identified as worthy of additional exploration were:

1. Development of white papers to provide background information on new proposals;
2. Allowing more time to discuss agenda items;
3. More communication as details related to matters requiring Board action unfold;
4. Hold a study session prior to negotiations to better understand employee group interests;
5. Hold a study session regarding the 50 Percent Law;
6. Review methods to improve communication.
7. Clarify the policy or practice regarding Board travel.
8. Clarify the process for staff preparation of the agenda prior to Board meetings.
9. Review the process of providing information regarding the Board meeting agenda to Board members prior to the meeting.

The facilitator led a discussion with the Board regarding Board strengths and areas for improvement.

Due to the limitations of time, a specific calendar for responding to the identified needs for improvement was not developed.

The meeting was adjourned at approximately 2:00 p.m.

Submitted by

Ron Galatolo, Secretary

Approved and entered into the proceedings of the April 25, 2018 meeting.

Maurice Goodman
Vice President-Clerk