

**Minutes of the Study Session of the Board of Trustees
San Mateo County Community College District
June 11, 2014, San Mateo, CA**

The meeting was called to order at 6:03 p.m.

Board Members Present: President Karen Schwarz, Vice President Patricia Miljanich, Trustees Richard Holober (arrived at 6:15 p.m.), Dave Mandelkern and Tom Mohr, Student Trustee Rupinder Bajwa

Others Present: Chancellor Ron Galatolo, Deputy Chancellor Jim Keller, Skyline College President Regina Stanback Stroud, College of San Mateo Vice President of Administrative Services Jan Roecks, Cañada College President Larry Buckley

Pledge of Allegiance

DISCUSSION OF THE ORDER OF THE AGENDA

President Schwarz announced that there was a request to add a conference with legal counsel regarding one case of potential litigation to the closed session portion of the meeting in accordance with Government Code Section 54956.75. She said there was need to take immediate action and the need for action came to the attention of the District subsequent to the agenda being posted. Trustees Schwarz, Miljanich, Mandelkern and Mohr agreed to add this item to the agenda. There were no objections.

MINUTES

It was moved by Vice President Miljanich and seconded by Trustee Mandelkern to approve the minutes of the May 13, 2012 meeting of the Board. The motion carried, with Trustees Schwarz, Miljanich, Mandelkern and Mohr 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 (14-6-1A)

It was moved by Vice President Miljanich and seconded by Trustee Mandelkern to approve the actions in Board Report No. 14-6-1A. The motion carried, with Trustees Schwarz, Miljanich, Mandelkern and Mohr voting "Aye."

HEARING OF THE PUBLIC ON AMERICAN FEDERATION OF STATE, COUNTY AND MUNICIPAL EMPLOYEES (AFSCME), LOCAL 829, COUNCIL 57 INITIAL CONTRACT PROPOSAL TO THE DISTRICT AND ADOPTION OF AFSCME'S INITIAL PROPOSAL (14-6-2A)

It was moved by Vice President Miljanich and seconded by Trustee Mandelkern to conduct the public hearing. The motion carried, all members present voting "Aye." President Schwarz called the public hearing open and asked for questions and/or comments from the public. Hearing none, President Schwarz declared the public hearing closed. It was moved by Vice President Miljanich and seconded by Trustee Mohr to adopt AFSCME's Initial Proposal. The motion carried, with Trustees Schwarz, Miljanich, Mandelkern and Mohr voting "Aye."

HEARING OF THE PUBLIC ON CALIFORNIA SCHOOL EMPLOYEES ASSOCIATION (CSEA), CHAPTER 33 INITIAL CONTRACT PROPOSAL TO THE DISTRICT AND ADOPTION OF CSEA'S INITIAL PROPOSAL (14-6-3A)

It was moved by Vice President Miljanich and seconded by Trustee Mandelkern to conduct the public hearing. The motion carried, all members present voting "Aye." President Schwarz called the public hearing open and asked for questions and/or comments from the public. Hearing none, President Schwarz declared the public hearing closed. It was moved by Vice President Miljanich and seconded by Trustee Mandelkern to adopt CSEA's Initial Proposal. The motion carried, with Trustees Schwarz, Miljanich, Mandelkern and Mohr voting "Aye."

UNFINISHED BUSINESS

APPROVAL OF BOARD CORE VALUES AND PRINCIPLES, 2014 (14-6-1B)

It was moved by Vice President Miljanich and seconded by Trustee Mandelkern to approve the Core Values and Principles as presented. Trustee Mandelkern thanked Barbara Christensen, Director of Community/Government Relations, for capturing the Board's thoughts and comments as expressed in previous meetings. Trustee Mohr said the values are laudable, particularly in the area of innovation. He said one of the core values is shared governance. He said he believes it would have been appropriate to consult with the District Academic Senate and others when developing the Core Values and Principles; however, he said this will fall into place as a strategic plan is developed. After this discussion, the motion carried, with Trustees Schwarz, Miljanich, Mandelkern and Mohr voting "Aye."

APPROVAL OF BOARD GOALS FOR 2014-15 (14-6-2B)

It was moved by Vice President Miljanich and seconded by President Schwarz to approve the Board Goals as presented. President Schwarz thanked Ms. Christensen for capturing the Board's previous comments in a concise form. The motion carried, with Trustees Schwarz, Miljanich, Mandelkern and Mohr voting "Aye."

STUDY SESSION

REPORT ON BUSINESS NEEDS ASSESSMENT SECTORS: ACCOUNTING; DIGITAL ARTS, GRAPHICS AND MEDIA; AND DISTRICTWIDE FINDINGS (14-6-1C)

Barbara Christensen said the presenters will report on the second two of the five sectors being studied in the business needs assessment. She said faculty and deans who have been involved in each sector have been very engaged and appreciative of the effort because it has allowed them to learn more about the business community and to adapt their programs to the needs of that community. Ms. Christensen said the Board previously heard reports on the Health Care and Biotechnology sectors. The report on Computer Information Systems will be presented in September after faculty have had the opportunity to conduct interviews with businesses over the summer.

Ms. Christensen introduced Hillary Goodkind, a consultant hired by the District. Ms. Goodkind conducted the research to define the sectors, select the businesses in the community, and form focus groups in order to obtain the best information for each sector. Ms. Christensen also introduced Linda Hayes, Dean of Business, Design and Workforce at Cañada College, who will report on the Digital Arts, Graphics and Media sector findings, and Don Carlson, Dean of the Business Division at Skyline College, who will report on the Accounting sector findings. Ms. Christensen will then present the Districtwide findings.

Ms. Goodkind said that for each sector, data on employment projections was obtained from Examination Management Services, Inc. (EMSI) in order to ascertain the fastest-growing sectors. She said that the data does not tell the complete story; therefore, other sources were polled for each sector, including the Bay Area Community College Consortium, the Center for Excellence, and a number of industry associations. The screening criteria were current employment levels; projected openings; median hourly wages; and education level associated with each detailed occupation. Job openings were projected through 2017.

Ms. Goodkind said the assessment process for all sectors included:

- Faculty and Administration work groups analyzed data and reviewed current programs
- Work groups discussed current trends and how to design assessment methods
- Focus groups, interviews, surveys and/or internal assessments offered insight into workforce demands
- Workgroups analyzed data as subject matter experts
- New programs/changes in programs were recommended

Digital Arts, Graphics and Media

Dean Hayes discussed demand in this sector; she said 2,870 job openings are projected through 2017. The assessment process included: focus groups for web based technology and animation/interactive media; interviews with local television production companies for digital audio and video production; and internal assessment for AV technician training needs.

Dean Hayes said the following skill gaps were identified:

- Students need hands-on production experience; internships are valuable
- Students need to demonstrate creative thinking through portfolios, demo reels, résumés, etc.
- Students need to understand business needs and demands
- Students need to be familiar with a variety of software programs used in the industry
- Many jobs in this field require some artistic talent

Dean Hayes said that, as a result of the findings, new program development has occurred and is occurring, including a new Audiovisual Technician certificate program at Skyline College; new classes at Cañada College; and modification/expansion of courses at Cañada College and College of San Mateo. She said all three Colleges are examining expanded connections with industry through advisory boards, internships and guest speakers. Ms. Christensen added that many focus group participants expressed interest in serving on advisory committees.

Accounting

Dean Carlson said there will always be demand for employees in the field of Accounting. He said 4,696 job openings are projected through 2017 for people with certificates or associate degrees. The assessment process included: interviews with four leading accounting staffing agencies; an informal survey of 40 small businesses in San Mateo County; and a scan of local job ads for entry-level accounting positions.

Dean Carlson said the following skill gaps were identified:

- Interview skills
- Workplace readiness
- Education; large businesses generally require bachelor degrees while small businesses are more flexible and may substitute experience for higher degrees
- Payroll and bookkeeping skills
- Software; use of programs varies by company and organization

Dean Carlson said a new Payroll Specialist Certificate Program has been developed at Cañada College and has been submitted to the State for approval. Cañada College has also added a new Professional Certified Bookkeeper Preparation course to prepare students for the Certified Bookkeeper exam. The Accounting groups at the three Colleges are discussing the possibility of forming a Districtwide advisory committee.

Districtwide Findings

Ms. Christensen said that in all five sectors, employers noted that students applying for jobs lack soft skills (communication, workplace etiquette, problem solving skills, etc.). This item has been assigned to the Vice Presidents of Instruction and the Career and Technical Education Deans for study and action, under the leadership of Sandra Comerford, Vice President of Instruction at College of San Mateo.

Ms. Christensen said that across all five sectors, employers indicated that internships, networking opportunities and mentorships in the student's chosen field are very valuable and often lead to job placements. The District realizes that more needs to be done to identify these possibilities. This item has been assigned to the Career Services Managers and the Career and Technical Education Deans for study and action, under the leadership of Jennifer Hughes, Vice President of Student Services at College of San Mateo.

Ms. Christensen said the final Districtwide finding was the need to form Districtwide advisory committees for selected programs that are offered at two or more of the Colleges. Currently, the Fashion Merchandising and Early Childhood Education programs at Cañada College and Skyline College have one Districtwide committee. This item has been assigned to the Vice Presidents of Instruction and the Career and Technical Education Deans for study and action, under the leadership of Sarah Perkins, Vice President of Instruction at Skyline College.

Ms. Christensen asked if there were questions about the business needs assessment.

Vice President Miljanich asked if there are models for teaching soft skills. Ms. Christensen said the Department of Labor has developed several short film segments titled “Skills to Pay the Bills.” District faculty and deans will examine these already-prepared materials to see if they can be incorporated into classes. Dean Carlson said some courses at the Colleges already incorporate soft skills into the curriculum but more needs to be done in this area.

Trustee Holober asked if the survey on job opening projections includes only San Mateo County or a larger area. Ms. Goodkind said it includes the larger Bay Area, consistent with commute patterns.

Trustee Mandelkern asked how the District will communicate with the business communities to (1) share what we have learned, (2) advise them of what we are doing to meet the needs and gaps that were identified, e.g. program changes and new classes, and (3) let them know what financial support might be needed from them or the larger community for resources necessary to meet the needs. Ms. Christensen said that with the Health Care sector, faculty, deans and employers are meeting quarterly to discuss changes in the curriculum and other areas, due largely to the Affordable Care Act. For other sectors, Ms. Christensen said much of the work will take place in the advisory committees. She said faculty and deans recognize that advisory committee members from industry can help not only with curriculum, but with internships and other issues that arise.

Trustee Mandelkern said there is a need for career planning and placement in order to let employers know that the District has well-qualified students and to let students know of opportunities in the workplace. He noted that for-profit colleges emphasize career planning and placement and this is attractive to many students. Ms. Christensen said faculty and deans recognize the importance of career planning and placement and, through advisory committees and other links to industry, are working to improve in this area. Dean Carlson said there are good models within the District; examples include internships in the Automotive program and externships in Cosmetology at Skyline College. President Stanback Stroud said each College offers career services which include résumé writing, interview preparation, how to dress for interviews, etc. They also receive job postings as well as internship and volunteer opportunities. Trustee Mandelkern noted that career planning and placement will be a topic for a future study session.

Trustee Mandelkern said the increasing emphasis on streaming of programs seems to be a natural fit with the future of KCSM-TV. He said that the station might go off the air at some point but could still have content presence. He said studio resources and content generation capabilities might be an interesting future study session topic in relation to the future of KCSM-TV. Trustee Mohr said it would be interesting to learn what type of economic investment would have to be made over a period of time.

Trustee Mohr asked how a balance is struck between courses at the three Colleges being very similar, with the same course numbers, and professors being allowed to specialize in areas they feel strongly about and believe will help their students. Chancellor Galatolo said the issue is striking a balance between the freedom and independence of the Colleges vs. the collaboration and connectivity of the District. He said the Board has been clear that there should be commonality of courses. He said this has been achieved in most cases but there are a few exceptions, such as the Accounting programs where each College has different prerequisites. Trustee Mandelkern said one of the greatest frustrations to students and parents is the lack of commonality. He said the Board concluded that it is important to differentiate through course numbering so that the impression of commonality is not created where it does not exist. Trustee Mandelkern said it is important to make the differences between the programs at the Colleges very clear. President Stanback Stroud cautioned that making even minor changes in an attempt to coordinate courses among the Colleges could affect articulation agreements that each College has with a UC or CSU.

District Academic Senate President Bennett said that, beginning last year and continuing each year, the various disciplines meet on opening day to discuss issues. In addition, the Districtwide Curriculum Committee meets once per month. Chancellor Galatolo said that, although the Curriculum Committee does not have veto power, they work collaboratively and most issues regarding course differences among the Colleges were worked out through the Committee.

Trustee Mohr asked how professors receive training in rapidly advancing fields, which use new technology and experimentation, in order to bring the information into their classrooms. President Stanback Stroud said faculty

have access to professional development funds, which can be used for discipline-related study, technology, pedagogy, online study, etc.

Trustee Mandelkern said he believes it is worth considering whether duplicate programs, such as language courses, are needed at each College or whether it would be better to have a strong program with multiple levels and depth at one of the Colleges. He said that allowing the Colleges to specialize in particular areas, such as STEM or Allied Health, can provide differentiation and local flavor. Vice President Miljanich said one consideration is that some students are place-bound around their particular campus. Sarah Perkins, Vice President of Instruction at Skyline College, said the District has made intentional choices to place specialized programs in one location; examples are Automotive, Animation and Nursing. She said this often necessitates students traveling to a campus further away from their residences. Executive Vice Chancellor Blackwood said that approximately 5,000 of the District's 40,000 students attend more than one of the Colleges.

President Schwarz said the report shows that steps have been taken in the right direction, with formation of advisory committees and establishment and expansion of courses and programs.

Student Campus Climate/Needs Assessment Survey Results

Ms. Christensen said she planned to report on the results of this survey at the next Board meeting; however, she received the data yesterday morning so will present the report tonight. She said each of the Colleges conduct regular surveys of students but use different instruments. For this survey, all of the Colleges used the same instrument, providing a Districtwide view of students' perceptions.

Ms. Christensen said the surveys were conducted online in May 2014. Approximately 3,200 responses – close to 13% of possible survey participants – were received. Characteristics of the survey population closely mirrors the District's student population. The survey studied the Academic Program, Student Services, and Campus Climate.

Academic Program: Students overwhelmingly gave their educational experience a favorable rating; they indicated that, if they were starting over, they would choose to attend one of the three Colleges (92%) and that they would recommend one of the Colleges to a friend or family member (97%). Ratings were also high in other areas of the academic program.

Student Services: A majority of students (89%) believe that counselors are knowledgeable about program requirements and 90% stated that their counselor is knowledgeable about transfer requirements or requirements at other institutions. High percentages of students also believe personnel in admissions and registration are informed and helpful; information about financial aid and scholarships is readily available; and personnel in student support services are informed and helpful.

Campus Climate: A large majority (93%) of students indicated that classrooms are clean, neat and conducive to learning; 91% felt the overall physical campus is sufficiently modernized for student needs; and 97% said they felt safe on campus. In addition, 97% believe their campus is supportive of all students regardless of ethnicity, gender, religious beliefs, lifestyle, background or sexuality. High percentages of students also agreed that their College supports a community of diverse cultures; there is mutual respect between students and faculty; there are adequate places on campus to meet and study with other students; they know where to go on campus to get help with classes; and their campus provides an environment that encourages personal growth.

Other Findings: Students were asked if there are courses or programs that the Colleges do not currently offer that they believe should be offered. There were 1,400 responses; many suggestions were duplicates and many were for courses and programs that are already offered. District staff and the Vice Presidents will meet in early July to analyze the responses and determine whether follow-up is needed in terms of new courses or programs. Trustee Mandelkern asked that the Board be informed as the data is analyzed.

Students were asked how they prefer their courses to be offered. The majority said they prefer 16 week semesters; lesser numbers said they prefer eight week intensive sessions and weekend classes. In addition, 11% indicated they frequently enroll in online courses.

A large number (89%) of students said they would enroll in a structured package of courses in which they would be guaranteed a seat and completion of their degree in two years.

When asked why they chose to enroll at their College, students most frequently gave the following responses:

- 54% - Affordable cost
- 54% - Live close by
- 47% - Offers the courses I want
- 41% - To complete my lower division courses and then transfer
- 31% - Academic Reputation
- 28% - Recommended by family member or friend
- 26% - Was unsure of my educational goals and wanted to explore
- 19% - Enrolled for other reasons
- 17% - Recommendation from high school counselor or teacher

Chancellor Galatolo said the fact that only 17% said they chose to enroll on the recommendation of a high school counselor or teacher indicates a need to work on outreach to the high schools. Ms. Christensen said this should be broken down by age because some students come to the Colleges after being out of high school for some time. Trustee Mohr said this issue fits into the goal of becoming more connected with local high schools. Student Trustee Bajwa said he is surprised by the low number who said they enroll on the recommendation from their high school. He said he is a student ambassador at College of San Mateo and is assigned to visit three high schools once per week. He said he believes the visits by himself and other ambassadors have an impact on high school students' perception of the Colleges. Trustee Holober thanked Student Trustee Bajwa for his work as an ambassador. He said seeing the facilities at the Colleges is more impressive than hearing about them; therefore, it is important to try to get students to come onto the campuses. President Buckley said Cañada College is planning a "Fiesta Cañada" event on campus to be used as a recruitment tool. Student Trustee Bajwa agreed that large scale events are important; he said "Connect to College" pushed him and some of his peers toward community college.

Vice President Miljanich said she would like to see the number of students choosing the Colleges because of academic reputation higher than 31%. Ms. Christensen said this figure does not seem to align with the positive views of the academic program and faculty expressed in other responses.

Chancellor Galatolo said he was surprised to see that 46% receive information about their College from the Schedule of Classes and 44% from the College Catalog. He said it would be interesting to analyze the data to see if older students are the primary users of these materials.

Trustee Mohr said data indicates that high school students who get A's or B's in English and math are better able to pass college transfer courses in English and math. He said an arrangement that recognizes and accommodates this, such as the Long Beach Promise, might attract more students to the District. President Buckley said a pilot program based on the Long Beach Promise will begin at Cañada College in the fall. President Stanback Stroud said Skyline College is also incorporating a modified version and is discussing combining it with a model based on the Ventura Promise, whereby students would not have to pay fees for their first semester or first year.

President Schwarz said Dean Carlson, who had left the meeting, will be moving to Minnesota. She asked President Stanback Stroud to extend the Board's best wishes to him.

REPORT ON STUDY ABROAD INITIATIVE (14-6-2C)

Sarah Perkins, Vice President of Instruction at Skyline College, said the presentation will focus on Education Abroad as a District program. She said the program is housed in the new Division of Global Learning Programs and Services at Skyline College, under Dean Richard Soyombo. She said 2013-14 has been a planning and development year. The District hired a consultant, Dr. Gary Fleener, who has administrative experience managing Education Abroad at a four-year college and has led both student study abroad programs and community travel.

Dean Soyombo said the Global Learning Programs and Services Division networks with the Colleges to make sure there is a robust international presence within the District. Current programs include the Center for International Trade Development, International Students Program, Study Abroad/Exchange Program, African Diaspora, and International Contract Education.

Dean Soyombo said the new Study Abroad Program:

- is Districtwide
- takes an entrepreneurial approach
- is built to be inclusive so that all faculty and staff have an opportunity to participate
- insures diversity in the program
- has a geographical focus to accommodate different areas of interest

Dr. Fleener said Education Abroad is a transformative and life-changing experience and helps participants develop cultural awareness. He said 9% of all undergraduates study abroad before graduation; however, fewer than 7,500 (approximately 0.05%) of community college students do so. Of those, one-half reside in California and are predominantly white females. Since 2010, an average of 25 District students per year have studied abroad. For more than 25 years, the District has participated in the Northern California Study Abroad Consortium (NCSAC).

Dr. Fleener cited the 2008 IIE Raby Report, which listed systemic challenges to access to education abroad as: lack of institutional education abroad culture; lack of support staff; poor program models (most are based on four-year institutions); and insufficient funding.

Dr. Fleener said one of the Board's 2013-14 goals was “. . .offering teach/study abroad opportunities for faculty and students.” He said the steps for building a solid program are: develop a strong framework for administrative coordination; identify and embed best practices; increase internal and external visibility of education abroad opportunities; and offer great education abroad programs.

Dr. Fleener said that, along with the NCSAC European semesters currently offered, the District's Office of Education Abroad is launching two new programs: (1) global learning courses and (2) community travel programs. Global learning courses will be credit-based education abroad activities. They will be taught by District faculty; will have diversified themes and locations; and will use a high access, high impact model. Prototypes being considered include trips to Cuba, with a Latin American Studies focus, and trips to Paris, with a focus on the African American experience in Paris. The Office of Education Abroad is also working with partner institutions in Mexico and Brazil to develop study abroad exchanges.

Dr. Fleener said the community-supported travel programs will be non-credit educational travel, with handcrafted itineraries reflecting the interests and expertise of the District community. Built in to the program will be a tax-deductible donation to the District Foundation Study Abroad Scholarship Fund.

Moving forward, Dr. Fleener said he believes it is achievable to have 200 students and faculty study abroad each year and for 50 people per year to participate in community travel. He said it is also feasible to build the scholarship fund, seek grants and other funding resources, and to capitalize on the global network of the Global Learning Programs and Services Division to create excellent education abroad across the District. Dean Soyombo said partnerships with the District already exist in Liberia, Nigeria, Tanzania, Zanzibar, South Africa, Mexico and Brazil.

Trustee Mohr asked if students who study abroad are concerned about staying on track with regard to getting the courses they need to graduate. Vice President Perkins said it is important to make sure the courses are already articulated and count toward a student's general education or certificate. She said short courses can be embedded over spring break or between semesters. Dr. Fleener added that the quality of the program is more important than the length.

Board members discussed marketing with regard to community travel. Ideas included marketing to San Mateo Athletic Club members, alumni, corporations, Rotary Clubs and other organizations, and staff across the District.

President Schwarz said she would like to make sure everyone, including low-income residents, have opportunities to participate. President Stanback Stroud said the model includes development of scholarships so that at least low-income students can be provided opportunities to participate.

Trustee Mandelkern said he is impressed with the innovative idea of sending automotive technology students to Germany or Japan to study in their field. He suggested that Toyota and/or other manufacturers might be interested in sponsoring such a program. Vice President Perkins said the District is currently working on building partnerships in several areas.

President Schwarz thanked the presenters for their interesting report.

BOARD MEMBER COMMENTS

Student Trustee Bajwa said he looks forward to working with the Board during the coming year. President Schwarz welcomed Student Trustee Bajwa and said he will be formally sworn in at the next meeting.

RECESS TO CLOSED SESSION

President Schwarz said that during Closed Session, the Board will consider the personnel items listed as 1A through 1C on the printed agenda and will hold a conference with the District's property negotiator as listed on the printed agenda.

The Board recessed to Closed Session at 8:46 p.m.
The Board reconvened to Open Session at 10:12 p.m.

CLOSED SESSION ACTIONS TAKEN

President Schwarz announced that at the Closed Session just concluded, the Board voted 5-0 to approve the personnel items listed as 1-A through 1C on the printed agenda.

ADJOURNMENT

It was moved by Trustee Holoher and seconded by Vice President Miljanich to adjourn the meeting. The motion carried, all members voting "Aye." The meeting was adjourned at 10:14 p.m.

Submitted by

Ron Galatolo, Secretary

Approved and entered into the proceedings of the June 25, 2014 meeting.

Patricia Miljanich, Vice President-Clerk