

**Minutes of the Study Session of the Board of Trustees  
San Mateo County Community College District  
March 11, 2015, San Mateo, CA**

**The meeting was called to order at 6:02 p.m.**

**Board Members Present:** Vice President Dave Mandelkern, Trustees Richard Holober (by telephone), 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, Cañada College Vice President of Student Services Robin Richards, District Academic Senate President Diana Bennett

Vice President Mandelkern announced that President Miljanich would not be present due to a family emergency.

**MINUTES**

It was moved by Trustee Schwarz and seconded by Trustee Mohr to approve the minutes of the January 28, 2015 meeting. The motion carried, all members present voting "Aye."

It was moved by Trustee Mohr and seconded by Trustee Schwarz to approve the minutes of the January 31, 2015 Board retreat. The motion carried, all members present voting "Aye."

It was moved by Trustee Schwarz and seconded by Trustee Mohr to approve the minutes of the February 25, 2015 joint meeting with the Sequoia Union High School District Board of Trustees. The motion carried, all members present voting "Aye."

**PRESENTATIONS TO THE BOARD BY PERSONS OR DELEGATIONS: RECOGNITION BY THE BOARD OF DISTRICT AND COLLEGE CLASSIFIED EMPLOYEES OF THE YEAR AND SELECTION OF NOMINATION TO BE FORWARDED TO THE STATE CHANCELLOR'S OFFICE (15-3-1B)**

Vice President Mandelkern said this award honors community college classified employees who demonstrate the highest level of commitment to professionalism and community colleges. Each of the Colleges and the District Office were invited to nominate one classified employee, and each will be honored by the Board tonight. Each district may forward the information for one nominee to the California Community Colleges Chancellor's Office for consideration of a statewide award; that nominee is selected by the Board.

President Stanback Stroud introduced the nominee from Skyline College, Maria Norris, Curriculum and Instructional Systems Specialist. She said Ms. Norris has dedicated more than 24 years to supporting community college students. She supports and sets the standards for the curriculum process in a way that is student-centered. She has played a leadership role in the CurricUNet and DegreeWorks programs. She is also instrumental in providing support for the structure of the College catalog. Ms. Norris is active in her community, including dedicating one day each week to caring for someone who is sick. President Stanback Stroud said Ms. Norris is a model employee. Vice President Mandelkern presented a certificate to Ms. Norris and congratulated her on behalf of the Board. Ms. Norris thanked the Board for this honor. She said "Skyline Shines" because everyone at the College helps one another to shine. She said she shares this award with her colleagues, including administrators, classified staff, deans and faculty. She introduced co-workers Kathleen Tshifunda and Theresa Tentes. She expressed special thanks to Debbie Carrington, District Human Resources Director, who was on the hiring committee when Ms. Norris was first hired and who has been a friend and mentor ever since.

President Claire introduced the nominee from College of San Mateo, Deborah Laulusa, Administrative Assistant in the Office of the Vice President, Instruction. He said Ms. Laulusa has been a District employee for 25 years. She began her career in the Athletics Program, where the student athletes benefited from her concern for their success and well-being. In her current position, she is responsible for overseeing the many important aspects of the College

schedule and catalog. Ms. Laulusa has served as an advisor to the Polynesian Club for 15 years. She organized the inaugural Polynesian Recognition Ceremony and is part of a team that is developing a Pacific Islander Learning Community, which will be the first of its kind in San Mateo County. She collaborated with the Peninsula Conflict Resolution Center to help organize the MANA Conference and the Pacific Islander Violence Prevention Conference. Ms. Laulusa organized the Tom Martinez appreciation event and was instrumental in establishing a scholarship in Coach Martinez's name. President Claire said he admires Ms. Laulusa's humility and her unwavering commitment to students. Vice President Mandelkern presented a certificate to Ms. Laulusa and congratulated her on behalf of the Board. Ms. Laulusa thanked the Board for this honor. She also thanked her supervisors and the College administration for supporting her work with students. She said she shares this award with her fellow classified staff members, many of whom work quietly behind the scene but contribute so much.

Vice President Richards introduced the nominee from Cañada College, Martha Chavez, Instructional Aide at the Cañada Menlo Park Center located in the JobTrain building. She said Ms. Chavez moved to Redwood City from Mexico 18 years ago and was trained as a photo technician. When her employer went out of business, she went to JobTrain to seek help in pursuing another career. While on a waiting list, she was hired by Cañada College because of the skills she already possessed. Ms. Chavez works with potential and current students, helping them connect with classes being offered at the College. She is one of only two permanent employees at the Center and was instrumental in helping it win a J. Russell Kent Award for Outstanding Community Service in 2000. During a change of Center directors and staff, Ms. Chavez acted as de facto program coordinator and, with direction from the dean, was responsible for all activities at the Center. Ms. Chavez helped found Una Mano Amiga to provide assistance to Latinas with cancer and has volunteered with El Concilio which is committed to improving the quality of life for underserved populations. Vice President Richards said Ms. Chavez is passionate about helping students. Vice President Mandelkern presented a certificate to Ms. Chavez and congratulated her on behalf of the Board. Ms. Chavez's son said his mother is honored to receive this award. He said she helps many people in the community.

Vice Chancellor José Nuñez introduced the nominee from the District, Michele Rudovsky, Facilities Manager at College of San Mateo. He said Ms. Rudovsky started as a Project Engineer seven years ago. She was also a Project Manager and Maintenance Engineer prior to obtaining her current position. He said the Facilities Manager position is similar to a City Manager because the Colleges are like small cities. He said Ms. Rudovsky is dedicated to the academic mission. She has revamped many processes to insure accountability for outcomes and consistency. During a severe winter storm, Ms. Rudovsky mobilized the community, both within the College and with outside agencies, to set up an emergency shelter on the College of San Mateo campus. Ms. Rudovsky is a lifelong learner and has become a leader in the area of training and professional development opportunities for the Facilities team. She participates in emergency management exercises along with representatives from the College constituencies. Ms. Rudovsky was formerly employed by the San Francisco Zoo and continues to volunteer there regularly. Vice Chancellor Nuñez said Ms. Rudovsky provides true leadership and is an exemplary team player. Vice President Mandelkern presented a certificate to Ms. Rudovsky and congratulated her on behalf of the Board. Ms. Rudovsky introduced her parents who were in the audience. She said she is deeply honored and thanked the Board for their support.

Vice President Mandelkern said the Board had a very difficult choice to make and he thanked all of the honorees for their work on behalf of students. He said that, based on a survey among all Board members, the candidate whose name will be submitted for a statewide award is Deborah Laulusa.

#### **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 (15-3-1A)**

It was moved by Trustee Schwarz and seconded by Trustee Mohr to approve the actions in Board Report No. 15-3-1A. The motion carried, all members present voting "Aye."

## **Other Recommendations**

### **ACCEPTANCE OF 2014-15 MID-YEAR BUDGET REPORT AND APPROVAL OF BUDGETARY TRANSFERS AND INCOME ADJUSTMENTS FOR THE PERIOD ENDING DECEMBER 31, 2014 (15-3-100B)**

It was moved by Trustee Schwarz and seconded by Trustee Mohr to accept the budget report and approve the Transfers and Income Adjustments. The motion carried, all members present voting “Aye.”

## **INFORMATION REPORTS**

### **DISCUSSION OF 2014 SCORECARD REPORT – THE COLLEGE INDICATORS (15-3-1C)**

Jing Luan, Vice Chancellor of Educational Services and Planning, said the District is required to present the most recent Scorecard information to the Board of Trustees and to solicit dialog among Board members. He said he and his colleagues from the three Colleges are present to answer questions and address concerns that the Board may have.

Trustee Mohr said the report contains important data, such as completion rates and persistence, which needs to be broken down further. He said discussions during the strategic planning process include development of a dashboard which will contain data that is more accurate, more timely and more in tune with the real conditions at the Colleges. He said that data will help determine how we are doing in terms of student outcomes. Trustee Mohr said that when we have good data, we are in a position to have discourse with faculty, staff, the Academic Senate and Presidents about what the strengths and weaknesses are and to then address how to correct the weaknesses.

Trustee Schwarz asked for clarification on the statement in the board report that “the Scorecard also did away with the use of Peer Groups, which in years past invited more questions than answers.” Vice Chancellor Luan said the concept of peer group comparisons was good but that it was poorly executed. He said colleges were sometimes placed in a group with which they shared very few characteristics. Dean McVean said the comparisons were often perceived to be inaccurate and the decision was made to remove peer group comparisons when the Accountability Reporting for the Community Colleges (ARCC) was changed to the new Scorecard system.

Trustee Schwarz noted that the data used in the report is from 2007 and 2008. Chancellor Galatolo said the age of the data is a concern, along with the fact that less than ten percent of the student population is counted. He said that, while the Scorecard contains important metrics by which to capture data, he believes there are many more important metrics. He noted that the strategic planning process includes a plan to develop a dashboard to capture data in a more comprehensive manner which will be more beneficial for strategic decision-making.

Vice President Mandelkern said he believes it is extremely useful to have a dashboard or scorecard of metrics that can be used to gauge progress and help provide course and direction. However, he said he agrees with Trustee Mohr’s past comments that a map is needed; simply having the speed and direction is not sufficient. Vice President Mandelkern said the strategic plan is the map that sets out the goals. The dashboard or scorecard can then be used as milestones along the way to determine the progress being made.

### **SPRING 2015 CENSUS REPORT (15-3-2C)**

Vice Chancellor Luan said the Colleges continue to see interesting shifts in their demographics, such as a decrease in the number of female students, an increase in non-resident students, and an increase in concurrently enrolled students. Vice President Mandelkern said this data will be highly relevant as the strategic planning discussions continue.

## **STUDY SESSION**

### **NEED FOR AND IMPACT OF REMEDIATION IN ENGLISH AND MATH (15-3-3C)**

Sandra Comerford, Vice President of Instruction at College of San Mateo, said the discussion will focus on strategies to improve the success of basic skills students. She asked the presenters to introduce themselves: Carsbia Anderson, Interim Vice President, Student Services, Skyline College; Sarah Perkins, Vice President, Instruction, Skyline College; Ray Hernandez, Dean, Science/Math/Technology, Skyline College; Angélica Garcia, Dean,

Counseling/Advising and Matriculation, Skyline College; Aaron McVean, Dean, Planning, Research and Institutional Effectiveness, Skyline College; Jennifer Taylor-Mendoza, Dean, Academic Support and Learning Technologies, College of San Mateo; Mary Gutierrez, Dean, Language Arts/Learning Resources, Skyline College; William Minnich, Interim Dean, Enrollment Services, Skyline College; Gregory Anderson, Vice President, Instruction, Cañada College; Robin Richards, Vice President, Student Services, Cañada College; Jennifer Hughes, Vice President, Student Services, College of San Mateo.

Dean McVean distributed a handout showing data from the State Scorecard report on remedial progress rates for English, Math and ESL over a five year period for the three Colleges and the State. He said the data will provide the context for the discussion at this meeting. Dean McVean said that whether using the State Scorecard, College Student Equity Plans or separate internal reports, the conclusion does not change; the conclusion is that students are not progressing at acceptable levels and students are beginning their careers at below transfer level courses at too high a rate.

Vice President Hughes said the presenters will share some of the strategies the Colleges are using to address the issue. She said they would first like to ask Board members what they believe are some of the reasons that students are not progressing through the sequence of courses.

Trustee Mohr said he believes early intervention is necessary in order to prepare students for college. He said there is a vacuum between high schools and colleges. He said they must plan and work together, both on instruction and on the level of confidence, joy of learning and everyday experiences students have before they come to college. Trustee Mohr it is also important that students have a vision for themselves and an educational plan. He said advising and counseling are critical to make this possible. Trustee Mohr said data shows that a majority of students who begin their career in basic skills classes and move on do not complete college level courses. He said the conversation should include what is being done to prepare students for transfer level courses so that they can bypass the obstacle of having to take basic skills courses.

Student Trustee Bajwa said there is gap between the senior year of high school and community college. He said high school seniors have the option to take English and Math and if they do not take these courses, they are more likely to test into lower coursework at a college. He said there are online testing resources available that can help students prepare for testing and enable them to start college coursework at a higher level; however, many students are unaware of these valuable resources. He said he believes testing resources should be made more readily available to students to help them test as high as they can. Student Trustee Bajwa said the support services on the campuses, such as the learning centers and the Math and English resource centers, are also extremely valuable and he would like to see these advertised more widely to beginning students.

Trustee Schwarz said she has been involved with the ACCEL group in Half Moon Bay and has learned from College of San Mateo ESL Professor Jennifer Castello the importance of ESL students learning in their own language so that they can comprehend the material before moving on. She said she believes more time should be taken to help prepare these students. Trustee Schwarz said she also volunteers at Project Read and has observed that the majority of students are not prepared for college level courses; she said more basic preparation is needed. Trustee Schwarz said another issue is the validity of placement tests.

Vice President Mandelkern said there is an issue he would categorize as “life happens.” He said students have many pressures, such as a sick family member, change in work schedule, transportation problems, etc. that have a negative impact, particularly on students who are at risk and are in remedial programs. He said it is important to understand that students are dealing with pressures in the lives, both inside and outside of the classroom, that affect their ability to progress.

Vice President Hughes said Board members articulated many of the issues that will be discussed. She said the presenters have identified key areas related to the lack of success in basic skills education: entering skills, understanding college, motivation/study skills, finances, and professional development. The presenters distributed a document listing some of the activities being conducted to address these problems. They highlighted the following selected programs and activities:

Entering Skills: High School and Early Intervention

Cañada College – Multiple Measure Study; Math Jam/Word Jam; Middle College High School; Beating the Odds

College of San Mateo – First Year Success Program

Skyline College – Common Core Alignment; Multiple Measures for Placement; Orientation

Trustee Schwarz asked if peers are involved in the orientation process. Dean Garcia said Title 5 requires that specific elements be include in orientation. She said it is common across the three Colleges that the initial orientation includes an explanation of what it means to be part of a multi-college district, followed by more specific campus-wide programs. She said peers will often participate in orientation programs geared to specific groups of students. Vice President Hughes said orientation should provide enough information to get students started and further orientation activities should continue throughout students' experiences at the Colleges.

Trustee Mohr said data from the Long Beach Promise indicates that they were able to decrease the number of students going into remedial programs by approximately 50%. He said this is due to the colleges and high schools agreeing on the rigor of the curriculum and working together to increase students' confidence that they can be successful.

Understanding College: Advising and Support Services

Skyline College – Career Advancement Academies; BSI Student Success Initiative (for students who are on academic probation); BuddyUp.org

College of San Mateo – Pathway to College summer bridge program; EOPS/CARE (which are successful but difficult to scale up to reach the number of students needing help)

Cañada College – ESO! Start Strong, Stay Strong, Finish Strong; College for Working Adults

Vice President Mandelkern said he hopes further discussion will include how to expand successful programs to include a greater number of students.

Motivation/Study Skills: Developmental Education

College of San Mateo – Acceleration; Learning Communities (faculty sharing best practices)

Cañada College – Acceleration; Learning Communities; ACCEL

Skyline College – Supplemental Instruction and Open Tutoring; Open Source Textbooks; College Success Initiative Pilot Program (Wrap-Around Services)

Finances

Financial Aid; Scholarships; SparkPoint

Vice President Mandelkern complimented the SparkPoint Program for offering the kinds of services – both financial assistance and life assistance – that can help make all students successful.

Professional Development

Skyline College – Center for Transformative Teaching and Learning

College of San Mateo – Center for Academic Excellence; Tutor Inquiry Group and Faculty Inquiry Group; Learning Communities Coordinating Council

Cañada College – ACES Professional Development; Communities of Practice

Trustee Mohr said professional development is critical and he asked the presenters if they believe enough resources are being invested in this area. Vice President Gregory Anderson said he believes the resource allocation model

developed by Executive Vice Chancellor Blackwood allows a level of flexibility for the Colleges to use the resources in a way they believe is necessary. He said he believes the resources are sufficient but they need to be used more efficiently. Vice President Comerford said the focus at College of San Mateo in the last year has been on enhancing professional development and more resources have been devoted to this area. Vice President Perkins said Skyline College has been able to develop robust tools and opportunities with the resources that are available.

Trustee Schwarz said she applauds the hard work being done to make things better for the students and employees of the District. She asked what percentage of students still choose to meet with a counselor in person. Vice President Richards said all certificate/degree and transfer students must meet with a counselor to meet the Student Success and Support Program (SSSP) requirement to complete orientation, advising and assessment. She added that DegreeWorks has been very helpful for students, allowing them to monitor their progress.

Trustee Mohr said he is very pleased to have had this discussion regarding teaching and learning, which is the basic mission of the District. He said he believes the Board's work is more meaningful when they hear the insights, experiences and goals as described by the presenters.

Student Trustee Bajwa thanked the presenters for accepting student input on these important matters. He said he is proud to be a student in a district in which faculty, staff and administrators work hard to make sure students achieve the success they need to move on to the next level.

Vice President Mandelkern thanked the presenters for the informative and well-researched presentation.

### **COMMUNICATIONS**

Vice President Mandelkern said the Board received:

- a letter from the San Mateo County Union Community Alliance with an article from *Labor*, the newspaper of the San Mateo County Central Labor Council & Building and Construction Trades Council, regarding the Trades Introduction Program (TIP) recent class graduation
- a letter from San Mateo County Superior Court Judge Joseph Scott seeking nominations for citizens to serve on the 2015-16 Civil Grand Jury
- two letters from an inmate at a California correctional facility requesting subscriptions to newspapers and/or magazines for inmates' education
- a letter from the Coalition for Fair Employment in Construction regarding Project Labor Agreements
- an email from a Skyline College student regarding a class that she learned was not CSU transferable

### **BOARD MEMBER COMMENTS**

Student Trustee Bajwa said he had an opportunity to attend the March in March Rally in Sacramento on March 2, along with students from each of the Colleges. Nicole Harris, President of the Associated Students of Skyline College, was a guest speaker. Students met with legislators to discuss core issues of interest to students. Student Trustee Bajwa said some District students will attend the National Grassroots Legislative Convention and National Student Lobby Day in Washington, D.C. on March 27-30. Students will have the opportunity to learn skills in student advocacy and to lobby elected representatives on student issues.

Trustee Mohr said he attended the State of the Valley Conference; the Behind the Scenes event of the Jewish Community Relations Council; the Peninsula Conflict Resolution Center dinner; Good Morning Redwood City; and the Redwood City San Mateo County Chamber of Commerce Bus Tour to Sacramento. He said that at all events, he received very positive feedback about the three Colleges. Trustee Mohr said he participated in the ACCEL Conference. He said it was professionally organized by Vice President Gregory Anderson and Larry Teshara, Director/Principal of the San Mateo Adult School. He said the work of ACCEL has done much to enhance the interface between the adult schools and the Colleges. Trustee Mohr complimented Jonathan Bissell, Director of Community, Continuing and Corporate Education, on an excellent presentation he made to the Education Committee of the Redwood City San Mateo County Chamber of Commerce.

Trustee Schwarz said she attended the ACCEL Conference and said it is encouraging to see everyone working together. She said she has been working with a group which is attempting to reestablish an adult school on the Coastside. Trustee Schwarz said she and Trustee Mohr participated in a meeting with chancellors and instructors

from Kazakhstan who were interested in learning about the District's governance structure. Trustee Schwarz said she will attend the Skyline College President's Breakfast on March 19.

Vice President Mandelkern said he attended the NPower Opening Reception, welcoming NPower's Bay Area program to the College of San Mateo campus. The program offers free training for veterans in the field of Information Technology and the Chief Information Officer for the Stanford Healthcare System said he will hire the entire first class as interns. Vice President Mandelkern said he looks forward to seeing his colleagues on the Board and others at the Skyline College President's Breakfast.

**RECESS TO CLOSED SESSION**

Vice President Mandelkern said that during Closed Session, the Board will hold a conference with agency labor negotiator Eugene Whitlock; the employee organization is AFT.

The Board recessed to Closed Session at 8:45 p.m.

The Board reconvened to Open Session at 9:30 p.m.

**CLOSED SESSION ACTIONS TAKEN**

Vice President Mandelkern announced that at the Closed Session just concluded, the Board took no actions.

**ADJOURNMENT**

It was moved by Trustee Schwarz and seconded by Trustee Mohr to adjourn the meeting. The motion carried, all members present voting "Aye." The meeting was adjourned at 9:32 p.m.

Submitted by

Ron Galatolo, Secretary

Approved and entered into the proceedings of the March 25, 2015 meeting.

Dave Mandelkern, Vice President-Clerk