

**Minutes of the Study Session of the Board of Trustees
San Mateo County Community College District
April 5, 2016, San Mateo, CA**

The meeting was called to order at 6:04 p.m.

Board Members Present: President Dave Mandelkern, Trustees Maurice Goodman, Richard Holober and Karen Schwarz, Student Trustee Rupinder Bajwa

Others Present: Chancellor Ron Galatolo, Executive Vice Chancellor Kathy Blackwood, Skyline College Vice President of Administrative Services Eloisa Briones, College of San Mateo President Michael Claire, Cañada College Interim President Jennifer Hughes, District Academic Senate President Diana Bennett

Pledge of Allegiance

DISCUSSION OF THE ORDER OF THE AGENDA

None

MINUTES

It was moved by Trustee Schwarz and seconded by Trustee Holober to approve the minutes of the meeting of March 16, 2016. Trustee Holober asked that the section on the Domestic Conference and Travel Expenses procedure include his and Trustee Goodman's stated belief that it is inappropriate for the District to pay for alcoholic beverages. With this addition, the motion carried, all members present voting Aye.

STATEMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS

None

NEW BUSINESS

APPROVAL OF PERSONNEL ITEMS: CHANGES IN ASSIGNMENT, COMPENSATION, PLACEMENT, LEAVES, STAFF ALLOCATIONS AND CLASSIFICATION OF ACADEMIC AND CLASSIFIED PERSONNEL (16-4-1A)

It was moved by Trustee Holober and seconded by Trustee Schwarz to approve the actions in Board Report No. 16-4-1A. The motion carried, all members present voting Aye.

APPROVAL OF RE-EMPLOYMENT OF CONTRACT AND REGULAR FACULTY FOR THE 2016-17 ACADEMIC YEAR (16-4-2A)

It was moved by Trustee Schwarz and seconded by Trustee Holober to approve the items in Board Report No. 16-4-2A. The motion carried, all members present voting Aye.

DISTRICT'S INITIAL CONTRACT PROPOSAL TO CALIFORNIA SCHOOL EMPLOYEES ASSOCIATION, CHAPTER 33 (16-4-3A)

It was moved by Trustee Holober and seconded by Trustee Schwarz to accept the proposal as detailed in the report. The motion carried, all members present voting Aye.

CALIFORNIA SCHOOL EMPLOYEES ASSOCIATION, CHAPTER 33 INITIAL CONTRACT PROPOSAL TO THE DISTRICT (16-4-4A)

It was moved by Trustee Holober and seconded by Trustee Goodman to accept the proposal as detailed in the report. The motion carried, all members present voting Aye.

Other Recommendations

VOTE TO ELECT MEMBERS TO THE CALIFORNIA COMMUNITY COLLEGE TRUSTEES (CCCT) BOARD (16-4-1B)

It was moved by Trustee Schwarz and seconded by Trustee Holober to discuss the list of candidates and vote on a roster of candidates. President Mandelkern said Trustee Mohr reported that he did not have time to thoroughly review the slate of candidate and will defer to the decision of the remaining Board members. President Mandelkern said the Board received an email from Loren Steck of the Monterey Community College District which cited his support for the interests of basic aid districts. President Mandelkern said this is an issue of interest to the District and he recommends that the Board include Trustee Steck in its approved slate. Trustee Holober said four candidates mentioned accreditation, which he believes is an important issue, as a top priority; they are Sally Biggin of the Redwoods Community College District, Marianne Tortorici of the Victor Valley Community College District, Jerry Hart of the Imperial Community College District, and Cy Gulassa of the Peralta Community College District. Chancellor Galatolo said Louise Jaffe of the Santa Monica Community College District serves on the Board of Directors of the Community College League of California and is its former president. He said Trustee Jaffe is a very active member and is a strong advocate on behalf of trustees. After this discussion, the Board voted unanimously to approve the following roster, consisting of six candidates: Loren Steck, Sally Biggn, Jerry Hart, Marianne Tortorici, Cy Gulassa, and Louise Jaffe.

STUDY SESSION

UPDATE ON COMMUNITY, CONTINUING AND CORPORATE EDUCATION (16-4-1C)

Tom Bauer, Vice Chancellor of Auxiliary Services and Enterprise Operations, said the Community Education Department was incorporated into Auxiliary Services in mid-October 2014. In January 2015, Jonathan Bissell was hired as the new Community, Continuing & Corporate Education (CCCE) Director. In addition to Mr. Bissell, the following team members introduced themselves to the Board: Derrick Banks, Project Director; Yuri Goda, Program Coordinator; Kanjana Srisupatpongsa, Assistant Project Director; and Julie Elmquist, Community Education Coordinator (via video).

Mr. Bissell said efforts over the past year have focused on restoring and transforming the CCCE Department into a financially self-sustaining powerhouse of programs and services. He said the Department's goals are embedded in the District's Strategic Plan under Goal # 4:

- Increase CCCE training and services to San Mateo County residents, families and businesses through increased lifelong learning and professional certifications for adults, expanded academic and fitness programming for youth, and customized workforce training for public and private-sector organizations.
- Increase revenue-generating contract training for public and private sector organizations.
- Develop internationally recognized, revenue-generating Intensive English Programs for students, educators, administrators and executives.
- Contribute to the economic development of San Mateo County through collaborative partnerships with industry and workforce/economic development agencies.
- Increase credit-based enrollments through new credit/non-credit hybrid programming.
- Create or expand revenue-generating programs such as Study Abroad, San Mateo Athletic Club, and Tech Shop.

Mr. Bissell discussed CCCE's early accomplishments, which include new branding and programming, collaborative ties with the Colleges, and strategic partnerships within the local community. Examples include: partnership with Silicon Valley Innovation Center to provide training for senior university officials from Kazakhstan; partnership with the San Mateo Athletic Club to launch a full-day College for Kids summer camp; approval from the Accrediting Commission for Community and Junior Colleges to build intensive programs at Cañada College and Skyline College; development of more than 30 new fall classes; and selection by the Redwood City San Mateo County Chamber of Commerce and the San Mateo County Economic Development Association to serve on an Education Panel at the annual Progress Seminar. Mr. Bissell said CCCE experienced a \$150,000 revenue increase from March 2015 to March 2016 year-to-date.

Community Education

Ms. Elmquist, via video, said Community Education continues to expand and revitalize programs. The health care certificate programs have expanded and include the new clinical medical assisting program. Future plans include working with the Colleges to help provide gateway courses to their various for-credit programs.

President Mandelkern asked for an explanation of the difference between the Community Education clinical medical assisting program and the for-credit medical assisting program at Cañada College. Mr. Bissell said students come into the two programs with different goals. He said students in the not-for-credit program in Community Education finish the program in a shorter period of time and pay a higher price. President Mandelkern questioned whether charging more for a program that is available at Cañada College might be a disservice to students. Ms. Goda said the Community Education program prepares students to work in a medical office while the program at Cañada College is more clinical. She said many students have already had some training and/or have finished degrees in their own countries and want to prepare for the national exam in order to secure jobs as soon as possible.

President Mandelkern asked if Community Education staff communicates with representatives at the Colleges to determine if there is a conflict with course offerings. Mr. Bissell said staff meets with representatives at the Colleges in order to avoid conflicts. He said staff has also been working with Academic Senate President Diana Bennett to strengthen collaboration with the campuses. Ms. Bennett said she has met with Vice Chancellor Bauer and Mr. Bissell to discuss the importance of collaborating with the campuses rather than competing. She said Mr. Bissell has visited the local Academic Senates to express his desire to work collaboratively. As examples of collaboration, Ms. Bennett cited gateway courses as well as short courses which are offered to students who need extra help with regular courses that are not repeatable.

Mr. Bissell discussed how CCCE finds, hires and pays instructors. He said CCCE actively solicits new course proposals from the community, faculty and previous instructors as well as responding to student demand. Course proposals are vetted, considering instructor experience, subject matter experience, the fit with existing or upcoming offerings, relevance to the targeted audience, and marketability. Instructors are evaluated after each course and enrollment and student feedback are monitored. A few instructors are paid hourly but most are paid on a revenue share basis. Trustee Holober asked whether instructors are paid on the District's salary schedule and whether they are covered by the collective bargaining agreement. Mr. Bissell said that most instructors are hired as independent contractors. Vice Chancellor Bauer said instructors are paid either on a revenue share basis or on the Community Education salary schedule and are not covered by the collective bargaining agreement. Executive Vice Chancellor Blackwood said the instructional hours are not CalSTRS creditable work.

President Mandelkern asked how course content is evaluated other than through student evaluations. Mr. Bissell said prospective instructors submit course outlines and descriptions as part of their proposals. He said staff also investigates whether they have had reviews elsewhere. He said it is not in the District's interest to have complaints about courses and staff tries to minimize any issues that could arise. President Mandelkern said he signed up for a class that was under-enrolled and not offered. The instructor provided him with the book used in the class which President Mandelkern found to be very dated. Mr. Bissell said the instructor has taught the class for many years and has had positive evaluations. He said the content of the course is very different than the book and provides up-to-date information.

Trustee Goodman asked about the balance between making business generating decisions vs. the alignment with the mission to serve students. He cited students who might need supplemental help with their for-credit course and do not have the resources to pay for the higher cost supplemental courses which technically should be offered as some sort of categorical support program. Mr. Bissell said that the majority of Community Education classes are very affordable.

Ms. Srisupatpongsa demonstrated the online registration process for Community Education courses. President Mandelkern said his experience has been that the registration and payment process work well; however, going from the course catalog to being able to register and pay was not a smooth process. He said he believes it would be helpful if the catalog which is mailed out contained a URL which would take the user to the courses listed in that particular catalog. Vice Chancellor Bauer said Community Education uses the Lumens enrollment management system. He said the system is not perfect, but is the most widely used system for community education programs.

He said he will advise Lumens of President Mandelkern's suggestion. Donna Bischoff, a member of the public, asked if there is a link on WebAccess or on College of San Mateo's home page that references Community Education. Trustee Holober said he believes this would warrant further discussion. He said he cares most about serving students who have limited means and need to take credit courses and he would not want to see these students directed away from the District's core mission.

Continuing Education

Mr. Bissell said Continuing Education is focused on not-for-credit certifications for adults. Examples include:

- An Emergency Management Academy is being developed in response to a request from the Area Office of Emergency Services and Emergency Managers Association. The Academy will offer training for field responders, EOC workers and continuity of operations personnel, with certifications at the basic, intermediate and advanced level for each group.
- Through a collaborative partnership with the Center for Excellence in Nonprofits, a Nonprofit Leadership Certificate Program was launched this spring. The program helps non-profit executives, managers and emerging professionals explore leadership styles and strengths and practical ways to achieve their missions.
- In response to a request from President Stanback Stroud, Mr. Bissell collaborated with Skyline College to develop a Construction Management Career Certificate. Collaborative, complementary programming will serve as a gateway to the credit-based certificate program at Skyline College. Sarah Perkins, Vice President of Instruction at Skyline College, said this is an example of how credit and not-for-credit programs can work synergistically to build pathways. She said Mr. Bissell, along with faculty member Bruce Greenstein and Deans Ray Hernandez and Christine Roumbanis, worked with construction management representatives on the Peninsula to assure that the program will address industry needs. President Mandelkern asked if students in the program will be required to take not-for-credit courses along with the credit courses needed to earn the certificate. Vice President Perkins said students will not be required to take the not-for-credit offerings.

Corporate Education

Mr. Bissell said the goal of Corporate Education is to increase revenue-generating contract training for public/private sectors and collaborative partnerships with industry and workforce/economic development agencies. He said Corporate Education is a strong growth area for CCCE, with first year efforts yielding contracts worth \$130,000. Staff is building a roster of proven, industry-experienced trainers, including Hilda Sendyk who has more than 20 years' experience in the corporate, academic and government arenas.

Mr. Bissell provided examples of current work in Corporate Education:

- Through a mutually beneficial partnership with the NOVA Workforce Investment Board, CCCE assists NOVA in connecting to San Mateo County leaders around specific initiatives, while NOVA refers industry partners to CCCE for help in recruiting students, finding academic partners and developing programs and training to meet their needs.
- The Interactive Advertising Bureau (IAB) in New York City is partnering with CCCE to address the lack of diversity in the technology sector in the area of digital advertising. The Digital Advertising Certificate Program will provide an in-depth overview of digital advertising/media buying life cycle and will prepare students for the IAB Digital Advertising certificate exam. A pilot entry level, not-for-credit course will be offered in the fall and will be taught by Professor Diana Bennett. In the spring, the course will be offered for credit and CCCE will concentrate on soft skills to complement the for-credit program. Trustee Goodman, noting that the goal is to increase diversity, asked how students are selected to participate in the program. Mr. Bissell said staff is working with IAB to develop an application, data sheet and vetting process. He said staff is reaching out to veterans groups, nonprofits, the campuses and other organizations to promote the program. President Mandelkern asked how students will be able to afford the twelve-week course priced at \$1,525. Mr. Bissell said the cost for all students in the pilot program will be covered by IAB. When the course becomes a for-credit course, it will be included in the regular tuition schedule.

- CCCE is working with the San Mateo County Human Services Agency (HSA) to identify and recruit foster youth for the upcoming summer camp, as well as to develop contract training for HSA clients, including CalWorks and Service Connect (former inmates re-entering the community).
- In response to a survey of staff which identified areas of interest, CCCE was asked to develop courses for the District's new Professional Development Academy. The first two series of classes were over-enrolled and the evaluations have been excellent. Trustee Holober asked if this program is included in CCCE's revenue figures and how much money is ascribed to the program. Mr. Bissell said it is included in the revenue figures and the amount is \$23,000. Trustee Holober asked if the program pays independent contractors. Mr. Bissell said professional trainers are hired to teach the classes. Trustee Holober said this is a District funded program so he would not consider it as revenue produced by CCCE and would consider the payment of independent contractors to be a District cost. He said he believes this is fine as long as the training is valuable to staff.
- Through a partnership with Herning Gymnasium in Denmark, a not-for-credit program for international high school students is being developed with Skyline College. CCCE will work with Skyline College and Herning faculty to customize curriculum in specific academic areas. The students who will participate in the eight and one-half week program will have advanced placement academic skills. CCCE will hire Skyline College adjunct faculty to teach, hold office hours and modify curricula. It is anticipated that the students will be more likely to return to Skyline College for further college study. Trustee Goodman asked if there is a strict vetting process for Herning and other external partners. Mr. Bissell said there is. President Mandelkern asked if Herning bears liability for the students coming to the College and having homestays. Vice Chancellor Bauer said all liability is borne by Herning.
- A Silicon Valley Innovation Summer Camp will be held at College of San Mateo through a partnership with Doshisha International High School in Japan. Ten Japanese students will gain insight into and history behind the spirit of Silicon Valley entrepreneurship, along with an understanding of innovation and design thinking.
- CCCE was selected to present a programming class for fourth to eighth graders at Notre Dame Elementary School in Belmont. Professor Bennett said she completed teaching "Stepping Stones of Programing 101" which was a six-week program introducing students to theoretical and practical aspects of HTML, CSS and JavaScript for creating basic web layouts. Professor Bennett said the program was successful and Notre Dame has requested that a summer program be offered. In response to a question from President Mandelkern, Mr. Bissell said the fee for the program was \$180 per child for the six-week program and the cost was paid by the parents. Mr. Bissell said he was unsure about the exact cost to deliver the program but knows there was not a large profit. He said the program demonstrated that CCCE can meet local needs and develop partnerships in the community.

CCCE Signature Programs

Vice Chancellor Bauer discussed two CCCE signature programs. The first is the Bay Area Pathways Academy (BAPA) which is an outgrowth of the College for Kids program. BAPA is a comprehensive academic, enrichment and fitness summer camp which will be held at College of San Mateo for rising sixth to ninth graders. Classes will be held Monday through Friday with three two-week sessions and full or half-day options. The program will be available to 400 students, with 300 seats for those who can afford to pay and 100 seats for students who cannot afford to pay, particularly foster youth. Mr. Bissell discussed BAPA subjects and staffing along with the daily schedule of classes. Trustee Goodman said one of the challenges of working with underserved youth is the problem of transportation. He asked if this issue is being addressed. Jamillah Moore, Vice Chancellor of Educational Services and Planning, said she introduced BAPA to the Sequoia Union High School District and secured an agreement for Sequoia to provide busing for students attending the program. Vice Chancellor Bauer said staff is also working on securing busing for students from the North County. Trustee Goodman asked what the fees are for BAPA attendees. Vice Chancellor Bauer said the fee for the full six-week program is \$3,000.

Vice Chancellor Bauer said CCCE's second signature program is the Silicon Valley Intensive English Program (SVIEP). This program will be geared to students who do not have the English language proficiency needed to get

accepted into a college. The program's goal is to raise students' skills so that they can successfully complete the Compass placement exam and enter one of the District's Colleges. CCCE is in the process of seeking federal approval to issue I-20s which would allow students to come to the District and participate in the program. Federal regulations require that a program already be in existence. To fulfill this requirement, a local program was developed and small cohorts of local residents and District Facilities staff participated in the program at Cañada College and Skyline College. Ms. Goda and Mr. Banks described SVIEP in more detail, including marketing and recruitment, intake and benefits, and matriculation to academic programs. Maria Alcala, a District Facilities Department employee, and Ivan Apopa, an engineer from Guatemala, participated in the local program and offered testimonials on how it made a difference in their lives.

Trustee Holober asked what the cost will be for SVIEP students. Vice Chancellor Bauer said he is in the process of determining what other Bay Area schools charge and what the cost will be to offer the program. He said he will provide an information report on the costs within the next few weeks. Trustee Holober said the Board approved funding for the international program with the understanding that it would be a profit center and the surplus would be used to provide more access to local students. He said he would like to make sure that SVIEP will, at a minimum, pay for itself. Chancellor Galatolo said the plan is to generate a profit and it is anticipated that additional revenues will be produced because students who participate in the program are more likely to enroll in one of the District's Colleges. Trustee Goodman asked if there is a plan to repay the amount the District has budgeted for the program. Chancellor Galatolo said the plan, as with all enterprise operations, is to repay the District. Trustee Goodman asked if the program will offer opportunities for local families as well as international students. Vice Chancellor Bauer said the intention is to continue to offer the program to District employees along with local residents. Trustee Goodman asked if there is a reason that the target audience does not include certain geographic regions such as Africa. Mr. Banks said his experience is that political issues in Africa make it difficult to secure Visas for students. Vice Chancellor Whitlock added that students from Africa more often choose to attend schools in Europe because of their historic ties.

Maxine Turner, a member of the public, said she wonders whether programs outlined at this meeting might be in competition with ESL programs at the high schools and other programs offered by the Colleges.

Trustee Holober said the presentation addressed many interesting and innovative programs. However, he said he believes the Board should hold further discussions about the programs offered through CCCE. He said he believes that enterprise operations are valid to the extent that they generate surplus revenue that underwrites the mission of the District to provide public education that is accessible and affordable to Californians, particularly residents of San Mateo County. He said he would like to make sure that none of the enterprise programs competes with that mission. He said he questions why some programs which lead to State examinations, such as Pharmacy Technician Program, are not for-credit, lower-cost programs. Trustee Holober said he believes that the freedom that CCCE has, i.e. not falling within the program review process, can cause competition and go against the goal of serving students with open access and affordable costs. He said he supports programs that fall outside of that goal and generate revenue, such as offering training requested by corporations.

Trustee Schwarz complimented the entire CCCE team and said she is impressed with and proud of what they have accomplished in a short amount of time. She said she is pleased that CCCE is emphasizing the community college concept and is offering many different programs to all members of the community. She said she is impressed that CCCE programs are bringing in young students and planting seeds for higher education and are also working with District staff to enhance their jobs and fulfillment. Trustee Schwarz asked Trustee Goodman if he believes that CCCE and the Boys and Girls Clubs could work together on programs. Trustee Goodman said the missions are the same; however, the cost for Boys and Girls Clubs programs are lower because they serve the neediest residents. He said he believes that CCCE could work with the Boys and Girls Clubs as well as local school districts.

Trustee Goodman offered kudos to the CCCE team for their excellent work. He said that in the future, it might be helpful for Board members to receive presentations prior to meetings in order to gain a better understanding of the topic and formulate questions. President Mandelkern agreed that it would be helpful to receive the presentations in advance. He also said he would like to see study sessions be more interactive.

Student Trustee Bajwa said he believes the program at Notre Dame Elementary School is outstanding because students are learning the skills that are becoming basic at an early age.

President Mandelkern said the presentation indicated that there have been revenue increases since Fiscal Year 2014. He asked what the net contribution has been for the last fiscal year and if there are projections for the current fiscal year. Vice Chancellor Bauer said that as of June 30, 2015, the net profit was \$24,000. For the previous fiscal year, the net profit was \$1,500. Vice Chancellor Bauer said his hope is that the net profit for the current fiscal year will be close to \$100,000.

President Mandelkern said the presentation alluded to a hybrid model of a class that is both for-credit and Community Education funded and revenue-based. He asked if this is possible to do and if there are any examples. Vice Chancellor Bauer said it has not been done yet but it is being discussed with the College presidents. President Claire said he is interested in partnering particularly with regard to art and music programs in which repeatability is an issue. President Mandelkern said offering hybrid courses on a fixed fee basis would seem to work well for courses with repeatability issues. He said issues related to instructor compensation would have to be worked out. Chancellor Galatolo said legislation was put forth two sessions ago that would have considered whether this type of course would be allowed. He said the legislation was stalled and it is unclear whether it is permissible at this time.

STATEMENTS FROM BOARD MEMBERS

Trustee Schwarz said she attended the "Schools Our Children Deserve" conference at Skyline College, which was sponsored by local unions including AFT Local 1493. She said the conference was well attended and well received. Trustee Schwarz said she was given information on a parcel tax measure for the Jefferson Union High School District. The Board agreed to consider a resolution of support for the measure.

Trustee Holober said Assembly Bill 2738 would prohibit the proceeds from the sale of bonds from being withdrawn by a school district or community college district for investment outside the county treasury. He said he believes this bill is not in the best interests of the District and he suggested that the Board consider taking a position on the bill. At President Mandelkern's request, an update on the bill will be provided at the meeting of May 11. Chancellor Galatolo said staff will prepare a resolution in opposition to the bill to be considered by the Board at that meeting.

Student Trustee Bajwa said students attending the United States Student Association conference in Washington, D.C. had seven visits with legislators and voiced their opinions on several issues of importance to them.

President Mandelkern said he looks forward to the launch of the Base 11 program at Skyline College tomorrow.

RECESS TO CLOSED SESSION

President Mandelkern said that during closed session, the Board will: (1) hold a conference with legal counsel regarding one case of existing litigation as listed on the printed agenda, (2) hold a conference with real property negotiator regarding disposition of property and terms of payment as listed on the printed agenda, and (3) hold a conference with labor negotiator Eugene Whitlock; the employee organization is AFT.

The Board recessed to closed session at 9:08 p.m. and reconvened to open session at 10:00 p.m. President Mandelkern announced that the Board took no action during closed session.

ADJOURNMENT

The meeting was adjourned by consensus at 10:02 p.m.

Submitted by

Ron Galatolo, Secretary

Approved and entered into the proceedings of the May 11, 2016 meeting.

Thomas Mohr, Vice President-Clerk