

**Minutes of the Study Session of the Board of Trustees
San Mateo County Community College District
June 8, 2016, San Mateo, CA**

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

Board Members Present: President Dave Mandelkern, Vice President Thomas Mohr, Trustees Maurice Goodman, Richard Holoher and Karen Schwarz, Student Trustee Dennis Zheng (Trustee Holoher was caught in traffic; he arrived during the presentation of item 16-6-2C and did not vote on any action items.)

Others Present: Chancellor Ron Galatolo, Executive Vice Chancellor Kathy Blackwood, Skyline College President Regina Stanback Stroud, College of San Mateo Vice President of Administrative Services Jan Roecks, Cañada College Interim President Jennifer Hughes

Pledge of Allegiance

President Mandelkern welcomed Student Trustee Zheng, who assumed office on June 1. President Mandelkern said Student Trustee Zheng's ceremonial swearing in will take place at the meeting of June 22.

DISCUSSION OF THE ORDER OF THE AGENDA

None

MINUTES

It was moved by Trustee Schwarz and seconded by Trustee Mohr to approve the minutes of the May 11, 2016 meeting of the Board. The motion carried, all members 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 (16-6-1A)

It was moved by Trustee Mohr and seconded by Trustee Goodman to approve the actions in Board Report No. 16-6-1A. Trustee Schwarz asked if the appointment of two nursing instructors at College of San Mateo will help to alleviate the ongoing concerns about finding qualified faculty to teach in the nursing program. Jan Roecks, Vice President of Administrative Services at College of San Mateo, said the appointments will help address this issue. She said the two individuals recommended for appointment are very well qualified. After this discussion, the motion carried, all members present voting Aye.

LOCAL 829, COUNCIL 57, AMERICAN FEDERATION OF STATE, COUNTY AND MUNICIPAL EMPLOYEES (AFSCME), AFL-CIO INITIAL CONTRACT PROPOSAL TO THE DISTRICT (16-6-2A)

It was moved by Trustee Schwarz and seconded by Trustee Mohr to accept the initial proposal for review. The motion carried, all members present voting Aye.

INFORMATION REPORTS

DISCUSSION OF BOARD MEETING PROCEEDINGS (16-6-1C)

President Mandelkern said that at the last meeting, the Board briefly discussed the number of agenda items for some recent meetings and the subsequent length of the meetings. He said the Board agreed to further consider (1) whether additional meetings should be scheduled for the months in which only one meeting is held and (2) whether to conduct closed sessions at 5:00 p.m., prior to the start of open sessions, with the understanding that closed sessions could be continued after adjournment of open sessions if needed.

Regarding scheduling additional meetings, Trustee Mohr said he believes it is appropriate to hold two meetings every month; he said this gives the Board the opportunity to discuss items more thoroughly and to engage with the public at a higher level. Trustees Mandelkern, Goodman and Schwarz agreed. Staff will work with the Board to schedule additional meetings for November and December 2016 and will incorporate two monthly meetings into the 2017 schedule.

Regarding the timing of closed sessions, Trustee Mohr said he is not in favor of meeting at 5:00. He said personnel matters often require time to work through and the Board should take as much time as needed to understand the issues and make sure they are dealt with thoroughly. He said he would not like to see such items rushed.

Trustee Goodman said he would prefer to discuss matters earlier when Board members are less tired. He noted that the Board can reconvene to closed session after the open meeting if needed. He said it is important that the Board remain focused on the issues to be considered and avoid side issues. He also said that the Board could consider meeting earlier than 5:00 p.m. if it is known that specific agenda items might take more time to consider.

Trustee Schwarz said she would prefer to meet in closed session prior to the open meeting. She agreed that it is important to make sure the Board remains focused on the closed session agenda items.

Trustee Mohr said that reconvening to closed session after the open meeting can interrupt the flow of the discussion. He said the public counts on the Board to hear matters fully and consider both sides of issues. However, he said he will go along with the wishes of the majority of the Board.

President Mandelkern said he agrees with the points raised by Trustee Mohr. However, he said he believes that the Board may not be alert enough to give items the consideration they deserve if the hour is very late.

It was agreed that the Board will meet for closed session at 5:00 p.m. for the remaining 2016 meetings and will revisit the issue after that time.

UPDATE ON INTERNATIONAL EDUCATION AND RELATED HOUSING / TRANSPORTATION (16-6-2C)

Jing Luan, Provost, International Education, said the Board last received a report on International Education in 2012. He said it is time to examine the progress that has been made and the challenges ahead.

Eugene Whitlock, Vice Chancellor of Human Resources and General Counsel, introduced other members of the International Program team, including: Diane Arguijo, Director; Danielle Vlahos, Executive Assistant; Julnar Msalam, Housing Coordinator; Connor Fitzpatrick, Marketing; Danni Redding Lapuz, College of San Mateo Program Manager; Chris Burwell-Woo, College of San Mateo Program Services Coordinator; Stacey Carrasco, Cañada College Program Services Coordinator; and Wissem Bennani, Skyline College Program Manager.

The presentation, along with Board questions and discussion, highlighted the following points:

- The International Education Program is aligned with Strategic Goals 1 and 4 in the District Strategic Plan.
- There has been significant growth in revenue from the International Education program since a marketing effort began in the 2012-13 academic year; the latest revenue figure is \$8.9 million. This includes tuition and enrollment fees and capital outlay fees, but not the estimated \$500,000 that is spent annually in the campus bookstores. The capital outlay fee of \$8.00 per unit is charged to all out-of-state students for facilities. The money goes directly into the Facilities fund. The total cost per year for an international student to attend one of the Colleges is approximately \$23,000.
- Net program revenue is \$3.9 million for 2015-16. Net program revenue is calculated by subtracting capital outlay fees, which cannot be used for the program, plus operating expenses including salaries and benefits for campus and District Office staff, recruitment, professional development, and supplies.

- International student enrollment has increased from approximately 150 in spring 2012 to 827 this year. Projected enrollment for spring 2017 is 1,123. The District currently ranks tenth in the State in the number of international students enrolled.
- Each international student spends approximately \$16,000 on the local economy, the majority of which is for living expenses. In 2015-16, this translated to \$13 million.
- The District's international student population includes students from 75 countries. Almost half of the international students come from China, which is not unusual for California community colleges. The District attracts Chinese students primarily from the middle class. Throughout the United States, the five countries sending the largest number of international students are China, South Korea, Japan, Vietnam and Mexico. The new English Language program should help with recruitment of students from South Korea, Japan and Vietnam. Marketing efforts in Nepal have resulted in the District having approximately 25% of all Nepalese students who study in the United States and this is expected to grow.
- The guaranteed transfer agreements negotiated by the District are important marketing/recruitment tools. The agreements apply to domestic students as well and there are no caps; therefore, no local students who meet the requirements specified in the agreements are "frozen out" by international students who take advantage of the guaranteed transfer agreements. Guaranteed transfer agreements have been negotiated with some out-of-state institutions and are also open to both international and local students who meet the requirements.
- Under the Education Code, international students are entitled to receive a tuition waiver if they meet certain financial requirements. This information is also used for marketing purposes.
- The primary goal of the International Education program is to provide revenue in order to offer additional resources to local students. The District has no enrollment cap and no local students are denied access to the Colleges because more international students enroll. Every 2.5 international students subsidize one additional classroom.
- Along with bringing in revenue, the presence of international students adds diversity to the classroom, creates an atmosphere of global learning and intercultural understanding, and enhances the learning experience for all students.
- International students primarily fill empty seats and do not displace domestic students. The fill rate for sections with international student enrollments is in the 85% range. The larger issue of productivity and enrollment management will be discussed at a future meeting.
- International students are afforded priority enrollment which could affect a small number of newly enrolled domestic students. Approximately 25% of international students take classes across the three campuses. International students must take a minimum of 12 units per semester in order to maintain their Visas.
- International students achieve academic success. They consistently outperform domestic students in terms of GPA and success rate. Most transfer to four-year institutions. This semester, 68 students from College of San Mateo transferred to four-year institutions. The majority transferred to UCs, with the largest number going to UC Berkeley.
- It is important to create a sense of place and belonging for international students. This is accomplished in part through an airport welcome; International Ambassador Program; orientation and matriculation; and engagement opportunities such as clubs and student government. Involvement in student government provides opportunities for students from countries with other forms of government to engage in a democratic process and learn leadership skills.
- To ease the transition with the growth of the number of international students, the campuses have created cohorts and adopted a model curriculum. They have also provided professional development opportunities and established International Education Committees, as well as collaborating with faculty and staff.
- The District's International Education program has competitive advantages: guaranteed transfer, subject to minimum GPA requirements, to more than 50 universities; the Intensive English Language Program with guaranteed admission to one of the District Colleges upon successful completion; partnership with UC Berkeley in its Transfer Pathways program; savings of approximately \$40,000 by completing the first two years of the bachelor's degree at one of the Colleges; acceptance into UCs at a very high rate; access to internships and job opportunities at high tech companies; facilities that are equal to or better than those of many private colleges and universities; and campuses that are the safest in California per Clery Act crime reporting.

- Vice Chancellor Luan is actively involved in and well respected by organizations which deal with international education. While on recruitment trips, he and other staff meet with “influencers” such as high school counselors, parents, ambassadors, ministers of education and local government officials. The District’s newsletter and the conditional letters of acceptance from the partner universities have also been major recruitment tools. Vice Chancellor Luan and Vice Chancellor Whitlock participated in a U.S. Trade Mission to Africa sponsored by the Department of Commerce which included student fairs, high school visits, and meetings with agents and government officials. They followed this trip with attendance at EducationUSA events in Vietnam.

Quang (Neon) Le, an international student from Vietnam, said he is studying electrical engineering at Cañada College. He also works as a tutor, mentor and student ambassador. He said his experience thus far has been awesome and everything is going well. He said he particularly appreciates being surrounded by people who constantly inspire students. Mr. Le said his biggest challenge has been financial. Housing and transportation have also presented challenges since the closure of the International Collegiate Residence (ICR). Mr. Le said he learned of the College through personal research.

Szeyuen (Joey) Fung, an international student from Hong Kong, said she works as a student assistant in the District Office. She said she was referred to College of San Mateo by a friend in Hong Kong. She is majoring in engineering and computer science and takes classes at both College of San Mateo and Cañada College. She said she enjoys meeting students from many different cultures. Ms. Fung said her biggest challenges have been housing and transportation. She said another challenge is that it is sometimes difficult to get an appointment with a counselor prior to the time that priority registration begins.

Vice Chancellor Whitlock said housing and transportation are challenges which lie ahead. He said the District has started its own home stay program and also has been approached by three developers who have expressed interest in developing housing for international students on the three campuses. Chancellor Galatolo said that if housing is not addressed, it will limit the ability of the International Education program to grow. He said the availability of housing would address the transportation issue as well. He noted that there are approximately fifty undeveloped acres of land at each campus. Chancellor Galatolo said staff is seeking the Board’s approval to begin to explore housing possibilities and come back with possible solutions.

President Mandelkern said he believes the issue of housing should be brought back to another meeting for a more detailed discussion. He said it would be interesting to examine what other districts with successful international education programs are doing in terms of offering housing and, if so, whether it is also offered to domestic students. He said it is important to consider the liabilities and risks of having housing on the campuses.

Trustee Holober said he believes the issue of housing is worthy of an extensive discussion by the Board before exploring it with developers. He said he would have serious concerns if international student housing was approached in the way that housing for faculty and staff has been developed, i.e. financing the projects as a way of attracting faculty and staff because of the difficult housing market. He said also has concerns about providing land that the District owns to a developer without including land costs as the District calculates costs for potential housing. Trustee Holober said he believes the principal question for the Board to discuss is whether they wish to pursue the possibility of developing housing and, if so, for which students.

Trustee Schwarz said she understands the need for housing but agrees that a more thorough discussion is needed. She said housing and transportation are issues that are major topics of discussion throughout the County.

Trustee Mohr said he believes the problem with housing for international students will limit the program. He said that in order to understand whether something should be done, it is necessary to understand how it would be done. Therefore, he said he would like to see possibilities explored and information brought back to the Board for discussion.

Trustee Goodman said he agrees with Trustee Mohr about exploring options and reporting back to the Board. He said he would also like to address transportation as a separate issue, including the potential to partner with

companies such as Uber or Lyft to see if discount vouchers could be offered to students. Executive Vice Chancellor Blackwood and Trustee Holober both noted that the insurance issue would be problematic because individual drivers for these ride sharing companies are not adequately insured.

President Mandelkern asked that a more thorough discussion on the housing issue be scheduled for a future meeting and asked that staff bring more information and facts for consideration. He said it would be helpful to discuss future growth projections with some of the housing and transportation problems solved vs. projections if housing and transportation remain as they are.

Vice Chancellor Whitlock discussed future plans, including the use of recently purchased software for processing applications, a high school completion program for international students similar to the program in Washington State, and offering existing distance education courses to students in their own countries.

Trustee Mohr said the presentation was excellent and answered all of the major questions. He said Vice Chancellor Luan and the International Education program team have conducted a complex program in an extraordinary way. He said the impact on the academic life of the Colleges is immense because important questions are asked and answered from different world views. Trustee Mohr said he is impressed with the quality of education international students are receiving and with the quality of care that is afforded to them.

Trustee Holober thanked the presenters for their excellent presentation. He said he believes the enrichment and cultural aspects of the program are valuable provided that the program is built on a financial basis that makes it possible to put additional funds into the classroom for the benefit of local students who desperately need the education and training offered by the Colleges. Trustee Holober said it appears that this is occurring and that things are going well.

Trustee Schwarz thanked everyone who participated in preparing the presentation. She complimented the International Education program team, noting that much has been accomplished in four years with limited staff. She thanked the students who participated in the presentation for sharing their stories. Trustee Schwarz said it was heartwarming to see international students participating in the recent College commencement ceremonies.

President Mandelkern said the excellent presentation engaged the Board and sparked discussion. He said he is impressed with the support provided to international students. He said the responsibility taken by the District when parents send their young students to the Colleges should be taken seriously and the District should proceed with caution and sensitivity. President Mandelkern said the International Education program offers quality education and many other benefits for both international and domestic students. He said the main purpose of the program is to generate revenue that is used to enhance the education of San Mateo County residents, which is the primary responsibility of the District.

President Mandelkern said he understands that the term “San Mateo Colleges of Silicon Valley” is used for marketing purposes. He said he hopes that recruitment is carried out with a great deal of integrity and that it is made clear that the Colleges are two-year institutions. Vice Chancellor Whitlock said the fact that the Colleges can offer the first two years at a lower cost is a tremendous selling point. In response to a question from Trustee Holober, Vice Chancellor Luan said there have been no problems or confusion with the use of “San Mateo Colleges of Silicon Valley.” He said the three Colleges are described in the marketing brochure.

Student Trustee Zheng said that having the chance to experience different cultures is a once-in-a-lifetime opportunity; he said parents of international students are attracted to this idea.

BOARD MEMBER COMMENTS

Trustee Schwarz said she attended the scholarship awards events at the three Colleges. She attended the commencement ceremonies at College of San Mateo and Cañada College and said some audience members suggested that students’ inspirational stories be shared at the District opening day event. Trustee Schwarz said she attended the Middle College graduation ceremonies at Cañada College and College of San Mateo, as well as the Early Childhood Education celebration at Skyline College, Jazz on the Hill at College of San Mateo, and a graduation celebration for former Student Trustee Virginia Rosales which was hosted by her husband.

Trustee Mohr said he welcomes messages from the Colleges about events on the campuses. He said the Board would appreciate receiving notices of events.

Student Trustee Zheng said it is an honor to serve on the Board. He said the District has provided much more than education to him and he thanked President Stanback Stroud and others at Skyline College for their support. Student Trustee Zheng said he will be in China from July 6 through August 10.

President Mandelkern welcomed Student Trustee Zheng and thanked him for his contributions during the meeting tonight. President Mandelkern said he attended the scholarship awards ceremonies at the three Colleges and the commencement ceremonies at Skyline College and Cañada College.

President Mandelkern said Trustee Schwarz has received an award from the Community College League of California in recognition of her more than 20 years of service as a trustee. President Mandelkern congratulated Trustee Schwarz and presented the award to her.

RECESS TO CLOSED SESSION

President Mandelkern said that during closed session, the Board will hold a conference with District Labor Negotiator Eugene Whitlock; the employee organizations are AFT and CSEA.

President Mandelkern said the Board will also hold a special closed session; the agenda item will be: Cañada College Presidential Vacancy: Discussion of Candidates and Possible Appointment.

The Board recessed to Closed Session at 9:30 p.m.
The Board reconvened to Open Session at 9:52 p.m.

ADJOURNMENT

The meeting was adjourned by consensus at 9:52 p.m.

Submitted by

Ron Galatolo, Secretary

Approved and entered into the proceedings of the June 22, 2016 meeting.

Thomas Mohr, Vice President-Clerk