

**Minutes of the Regular Meeting of the Board of Trustees
San Mateo County Community College District
June 22, 2016, San Mateo, CA**

The meeting was called to order at 5:00 p.m.

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

ANNOUNCEMENT OF CLOSED SESSION ITEMS FOR DISCUSSION

President Mandelkern said that during Closed Session, the Board will (1) consider a recommendation for expulsion of a student, (2) hold a conference with Agency Labor Negotiator Eugene Whitlock; the employee organizations are AFT, AFSCME and CSEA, and (3) hold a conference with legal counsel regarding one case of existing litigation as listed on the printed agenda.

STATEMENTS FROM THE PUBLIC ON CLOSED SESSION ITEMS ONLY

None

RECESS TO CLOSED SESSION

The Board recessed to Closed Session at 5:02 p.m.

RECONVENE TO OPEN SESSION

The Board reconvened to Open Session at 6:03 p.m.

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

Others Present: Chancellor Ron Galatolo, Skyline College President Regina Stanback Stroud, 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

ANNOUNCEMENT OF REPORTABLE ACTION TAKEN IN CLOSED SESSION

President Mandelkern reported that the Board voted unanimously to approve the recommended expulsion of a student.

SWEARING IN OF STUDENT TRUSTEE DENNIS ZHENG

President Mandelkern administered the oath of office to Student Trustee Zheng. Student Trustee Zheng thanked the Board, College Presidents and Vice Presidents, Chancellor Galatolo and the Vice Chancellors for the opportunity to serve. He introduced individuals in the audience who have had an impact on his life; they included the incoming Associated Students Presidents – Cindy Streitenberger at Cañada College, James Roe at College of San Mateo and Dylan O’Shea at Skyline College, and the two past Student Trustees, David Zay Latt and Rupinder Bajwa. Student Trustee Zheng also acknowledged the following people from Skyline College: Kevin Chak, Bookstore Manager; Golda Margate, Executive Assistant in the Office of the Vice President of Student Services; Amory Cariadus, Director of Student Development; Angelica Gacutan, Student Life and Leadership Assistant; Joseph Adams, Career Aide; and fellow students Emily Colby, Jazmena Bannag and Brayan Palma. Student Trustee Zheng introduced his mother and grandmother. He said they moved to the United States so that he could have access to a better education and he is deeply grateful to them.

MINUTES

It was moved by Trustee Mohr and seconded by Trustee Schwarz to approve the minutes of the study session of June 8, 2016. In the section describing the discussion of potential housing for international students, Trustee Holober requested the addition of his statement of concern about providing land that the District owns to a developer without including land

costs as the District calculates costs for potential housing. With this correction, the motion carried, all members voting Aye.

STATEMENTS FROM EXECUTIVES

Chancellor Galatolo congratulated Student Trustee Zheng on being sworn in as a member of the Board. Presidents Stanback Stroud, Claire and Hughes offered congratulations to him as well.

District Academic Senate President Bennett said Academic Senate elections were held and Leigh Anne Shaw will become the new President in August. Chancellor Galatolo thanked President Bennett for her service and said she will be missed.

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 (16-6-3A)

It was moved by Trustee Holober and seconded by Trustee Schwarz to approve the actions in the report. The motion carried, all members voting Aye.

HEARING OF THE PUBLIC ON LOCAL 829, COUNCIL 57, AMERICAN FEDERATION OF STATE, COUNTY AND MUNICIPAL EMPLOYEES (AFSCME), AFL-CIO'S INITIAL CONTRACT PROPOSAL TO THE DISTRICT (16-6-4A)

It was moved by Trustee Mohr and seconded by Trustee Holober to hold the public hearing. The motion carried, all members voting Aye. President Mandelkern declared the public hearing open and asked for questions or comments from the public and from Board members. Hearing none, he declared the public hearing closed.

APPROVAL OF CONSENT AGENDA

President Mandelkern said the consent agenda consists of board reports 16-6-1CA through 16-6-5CA as listed on the printed agenda. It was moved by Trustee Schwarz and seconded by Trustee Goodman to approve the items on the consent agenda. The motion carried, all members voting Aye.

Other Recommendations

ADOPTION OF THE 2016-17 TENTATIVE BUDGET (16-6-100B)

It was moved by Trustee Schwarz and seconded by Trustee Mohr to adopt the tentative budget. Jan Roecks, Vice President of Administrative Services at College of San Mateo, outlined the budget guidelines: address board goals and District Strategic Plan; address community needs; balance the budget projections in each of the next three years; and use one-time funds for one-time expenses. She said the budget assumptions are:

- Property tax increase: 6.3%
- RDA funds: \$6.8 million
- International FTES: 53% growth based on International Education plans
- Inflation: 3.1% or best guess for each line item
- Student fees: no increase

Vice President Roecks said projected revenue for Fund 1 is \$159.4 million. The largest revenue source is property taxes at \$125.5 million. Other sources are RDA funds, student fees, Proposition 30 funds, non-resident tuition, mandated costs, lottery, interest and other revenues. Projected expenses for Fund 1 total \$159.4 million. The largest expense is site allocations at \$124.3 million. Other expenses are retiree/other benefits, utilities, telephone/hardware/software maintenance, formula adjustment contracts, insurance, manager hiring, and other/one-time expenses.

Vice President Roecks compared the District's revenue based on community-supported status vs. State revenue limit. Based on the revenue assumptions, she said the District will realize a benefit of \$49,686,277 as a result of being community-supported. She discussed other community college districts in the State which are also community-supported.

Vice President Roecks reviewed other funds, including Internal Service, Debt Service, Restricted Fund, Capital Projects, Enterprise/Auxiliary, Special Revenue, Student Aid, and Reserve for Post-Retirement Benefits. Vice President Roecks said Innovation Funding for 2016-17 totals \$2 million, with \$600,000 going to each of the Colleges and \$200,000 to the District.

Jamillah Moore, Interim Vice Chancellor of Educational Services and Planning, reported on the Innovation Funding proposal for the District. She said the District proposes to hire a District Researcher, who will help to develop a robust and comprehensive research, planning and institutional effectiveness infrastructure to produce actionable data for use in Districtwide decision making. The District Researcher will report to the Vice Chancellor of Educational Services and Planning. The requested amount of \$200,000 includes salary and benefits.

President Stanback Stroud reported on the Innovation Funding proposal for Skyline College. The three projects are the Respiratory Therapy Bachelor's Degree Program (\$250,000); Center for Career and Workforce Programs (\$200,000); and Career Advancement Academies (\$150,000). President Stanback Stroud discussed the relevant District Strategic Goals and strategies for each project.

President Claire reported on the Innovation Funding proposal for College of San Mateo. The four projects are the Year 1 Program (\$250,000); SparkPoint Program (\$125,000); Professional Development Program (\$125,000); and Innovation/Maker Program (\$100,000). President Claire discussed the relevant District Strategic Goals and strategies for each project.

Interim President Hughes reported on the Innovation Funding proposal for Cañada College. The two projects are the College for Working Adults (\$300,000) and the "Jam" Programs – Math, Word and Physics Jams (\$300,000). Interim President Hughes discussed the relevant District Strategic Goals and strategies for each project. She also discussed objectives, metrics and methods of measurement for each project.

Michelle Marquez, Vice President of Administrative Services at Cañada College, discussed projected District contribution increases for STRS and PERS based on the known rate increases (8.96% for PERS and 10.85% for STRS) and the salary rates of District employees. She said the initial projected increase for FY 13/14 was \$8.4 million. The current projection for FY 16/17 is \$10.7 million and the future projection for FY 20/21 is \$14.5 million. Vice President Marquez said the projections have changed due to accelerated PERS increases, COLAs and new positions. The 2016-17 STRS and PERS budget is \$12.9 million, which is an increase of \$4.8 million over 2013-14.

Vice President Marquez said the projected ending fund balance is \$31 million, while the typical ending balance is approximately \$22 million. She said the difference is due to the District receiving almost \$10 million in one-time funds which were allocated to support the District Strategic Plan. Most of the funds will be carried over to 2016-17.

Vice President Marquez discussed programs which are included in the State budget and the share of funding the District is projected to receive. It is estimated that the District will receive \$1.2 million for Workforce/CTE, \$50,000 for part-time faculty office hours, and \$3 million for deferred maintenance/instructional equipment. In addition, the District will receive \$928,000 for full-time faculty. The funding for full-time faculty was included in the last State budget cycle and was intended to be allocated to all districts; however, because it was paid through apportionment dollars, community-supported districts did not receive their portions. Language has been put in a trailer bill to correct this.

Vice President Marquez said considerations as the District moves toward a final budget include:

- Strategic Plan – the budget will continue to align and support the District's Strategic Goals
- Innovation Fund – the adopted budget will include a report on the 2015-16 innovation funds
- RDA Funds – additional one-time funds are expected but the amount and timing are not known
- Full-time faculty and Obligation
- Mandated Costs Block Grant – approximately \$1.5 is expected

Vice President Marquez said the Self-Assessment Checklist included in the tentative budget is provided by the State Chancellor's Office. It is used for accreditation and helps show that the District is fiscally sound.

Trustee Mohr said he appreciates the effort that went into demonstrating how the educational plans of the Colleges are connected to the District Strategic Plan.

Trustee Holober said the Board previously adopted a goal and formula to increase the amount of money in the District's reserves. He asked where this would be reflected in the tentative budget. Vice President Marquez said she does not believe it is included in the tentative budget. She will refer the question to Executive Vice Chancellor Kathy Blackwood and ask that she respond to the entire Board.

Trustee Holober said he recalled that in past years, the District was funding the growth of the reserve for post-retirement benefits through an annual allocation from the general fund. He asked if the District is augmenting that reserve with new money being set aside for retiree benefits, separate from movement of funds into the dedicated, irrevocable trust. Chancellor Galatolo said Executive Vice Chancellor Blackwood will follow up with the Board on this question.

Trustee Holober noted that payment of benefits is part of the cost of hiring people and that granting raises creates a ripple effect because retirement benefits are connected to people's earnings. He said that for a future report, he would be interested in knowing how much of the \$4.8 million increase in the STRS and PERS budget is due to State mandated contribution increases vs. the District hiring employees and paying better.

Trustee Schwarz asked if there is an indication of the timeline for receiving RDA funds. Vice President Marquez said the timing for receiving one-time funds is not known at this time. She said Executive Vice Chancellor Blackwood will update the Board as information becomes available. She noted that the District is receiving ongoing RDA funds.

Trustee Goodman thanked staff for their thorough report.

President Mandelkern said he appreciates that each College has made sure that their innovation funding was laid out in detail and that it is tied to specific Strategic Plan goals and strategies. He said he believes the one element that is still missing is quantitative metrics, i.e. how progress toward goals is measured. This would enable the District and Colleges to track whether the desired outcome was achieved and, therefore, judge the effectiveness of the investment.

Commenting on the SparkPoint program at College of San Mateo, President Mandelkern said it is unfortunate that there is a need to provide a food pantry for District students, but he is pleased that the Colleges are doing so.

After this discussion, the motion carried, all members voting Aye.

APPROVAL OF 2018-2022 FIVE-YEAR CAPITAL CONSTRUCTION PLAN (16-6-101B)

It was moved by Trustee Mohr and seconded by Trustee Schwarz to approve the Plan. Trustee Holober said he recalls that this is an annual approval as required by the State Chancellor's Office and is a "wish list" of projects for which funding would be requested if State funding was available. Chancellor Galatolo confirmed that this is the case. President Mandelkern emphasized that this is not a priority list of planned projects. He said he believes it would be a good practice to tie these projects, along with projects in the Capital Improvement Plan, to specific goals in the Strategic Plan.

Trustee Mohr said the opening paragraphs describing each project are well written and informative. He said this would be a natural place to reference the Strategic Plan goals.

After this discussion, the motion carried, all members voting Aye.

ACCEPTANCE OF SHUTTLE GRANT FUNDS IN SUPPORT OF THE SKYLINE COLLEGE EXPRESS SHUTTLE PROJECT AND APPROVAL OF CONTRACT WITH MV TRANSPORTATION AS OPERATOR OF THE SERVICE (16-6-102B)

It was moved by Trustee Schwarz and seconded by Trustee Goodman to accept the grant funds as detailed in the report. Trustee Goodman noted that the shuttle will provide access between the Daly City BART Station and Skyline College. He asked if there was any consideration for providing access between the College and Colma, San Bruno or South San Francisco. President Stanback Stroud said this access was included in the initial request; however, SamTrans expressed concern about the impact on existing ridership.

Trustee Mohr noted that the grant will cover a two-year period and the District will contribute approximately \$250,000 per year. He asked about the plan to follow up after the two-year period. President Stanback Stroud said Skyline College will have opportunities to reapply for the grant. In addition, the College is building a plan of sustainability into its process. Over the two-year period, the College will examine the effectiveness of and demand for the shuttle.

Trustee Schwarz congratulated all those who worked to secure the grant. She said it is the first step in trying to solve the massive transportation issue. She said the “last mile” is still a problem. Trustee Schwarz said SamTrans advertised a reduced cost pass for the summer which could provide a cost savings for students who attend summer school.

President Mandelkern said transportation is a significant issue and is of great concern to students. He said he would like to see metrics and goals established for this and other projects so that their effectiveness can be measured. President Stanback Stroud concurred and said an evaluation strategy is in place. President Mandelkern asked that the evaluation be shared with the Board and that it include a comparison of other transportation options.

After this discussion, the motion carried, all members voting Aye.

DISCUSSION OF TRUSTEE ELECTIONS AND APPROVAL OF CONTRACT WITH DOLINKA GROUP FOR DEVELOPMENT OF TRUSTEE AREA BOUNDARIES (16-6-103B)

It was moved by Trustee Mohr and seconded by Trustee Goodman to approve the contract with Dolinka Group. President Mandelkern said this item concerns two separate but related issues: a potential move from odd to even year elections and a potential change to a by-trustee area election method.

Discussion of Change in Timing of Elections

President Mandelkern said Senate Bill 415 might require the District to move its elections from odd years to even years. Trustee Holober said it appears that the District will be required to make this change because voter turnout during the odd-year elections was at least 25% less than the average voter turnout within the District for the previous four statewide general elections, which is the threshold specified in SB 415. William Tunick of the Dannis Woliver Kelley law firm agreed that this is a safe assumption. Trustee Holober said this will increase the cost for an individual, especially a non-incumbent, to run for office because the number of voters a candidate needs to reach in a statewide general election is significantly larger. President Mandelkern said the cost will be partially offset if the Board opts to change to a by-trustee area election method.

President Mandelkern noted that the change to even-year elections will negate a vote by mail option because this method can be used only for election cycles in which there is not a statewide or federal race.

President Mandelkern said, and Mr. Tunick agreed, that the change to even year elections would be accomplished by extending the terms of all current trustees by one year. Mr. Tunick said that by January 1, 2018, the District must adopt a plan to move its elections to even years no later than November 8, 2022. The change could be made as early as the next election cycle, in which case the trustees who would be up for reelection in 2017 would have their terms extended to 2018 and those up for reelection in 2019 would have their terms extended to 2020. Trustee Schwarz noted that this will force incumbents who did not plan to run for reelection to have their terms extended for an extra year. President Mandelkern said officeholders always have the option to leave office. Trustee Goodman said this might be a consideration when determining the timing of the move to even-year elections. In response to a question from Trustee Goodman, Mr. Tunick confirmed that SB 415 requirements do not apply to special elections.

Mr. Tunick outlined the procedure for the shift to even-year elections. He said the Board must adopt a resolution to change from odd-year to even-year elections. The resolution must be submitted to the Board of Supervisors for approval no later than 240 days prior to the date of the currently scheduled election, e.g. March of 2017 if changing from the November 2017 election to the 2018 statewide general election.

The Board discussed the optimal timing of the move to even-year elections. It was agreed that the implementation of SB 415 will be brought to the next business meeting as an action item. At that time, the Board will discuss further whether the move will be effective for the 2018, 2020 or 2022 statewide general election.

Change of Election Method/Contract with Dolinka Group

President Mandelkern said there are three things to consider under this item: (1) whether a majority of the Board wants to consider moving to by-trustee area elections; (2) if so, a decision on whether to approve a contract with the recommended demographer for development of trustee area boundaries; and (3) if approved, Board expectations of the vendor.

Trustee Mohr said he believes it is imperative that the District move to by-trustee area elections. He said the Board of Supervisors led the way and other districts will follow. He said he believes it is in the interest of the public to begin the

process and to take time to consider the populations in the various communities served by the District. All Board members agreed with the need to address the issue and move forward with engaging a demographer. It was also agreed that if the Board decides to implement by-trustee area elections, it would be advisable to do so for the 2018 election cycle in order to allow time to study the factors involved and hold public hearings.

The Board discussed items that they believe should be addressed in conversations with the demographer. They include the optimal number of Board members (five, seven or nine) and criteria for drawing boundaries, i.e. current boundaries of cities, school districts, Board of Supervisors, County Office of Education, along with respect for incumbency. Mr. Tunick said the two strict criteria that must be considered from a legal standpoint are (1) having nearly equal total population numbers per district and (2) consideration of race and ethnicity when drawing maps. He said it is then a matter of using traditional redistricting criteria, one of which may be consideration of incumbency. Mr. Tunick suggested that the first meeting with the demographer be a criteria-setting meeting that would provide the demographer guidance for drawing maps using various criteria. Upon the request of Board members, staff will conduct a survey of similar-sized districts in the State to determine the size of the Boards of Trustees, the size of the population in the districts, the number of students served, and the criteria used to draw boundaries.

During discussion, the Board agreed that: (1) the process will start anew, without using maps from the previous demographer; (2) there will not be a subcommittee as there was during the previous consideration of redistricting; and (3) public forums will be held with a schedule to be determined.

The Board discussed the proposals received from two firms for the development of trustee area boundaries. President Mandelkern said there is a considerable cost difference between the proposals. He said the cost for the services of National Demographics Corporation are considerably higher than costs for the recommended firm, Dolinka Group. Gohar Momjian said she, along with Kathy Blackwood, Sue Harrison, Jamillah Moore and Eugene Whitlock served on a committee which conducted the interview process. She said a major consideration was the availability of in-person presentations at Board meetings, for which National Demographics Corporation charges extra. President Mandelkern said he would support the recommendation to award a contract to Dolinka Group. Trustee Holober said the proposals and reviews were thorough and he also supports the approval of a contract with Dolinka Group. Trustee Holober said Dolinka Group's proposal includes an optional element to conduct a CVRA analysis to look for evidence of racially polarized voting within the District. He said the Board opted not to conduct a CVRA analysis when it last considered redistricting. He said adoption of a by-trustee area election method would eliminate any potential litigation having to do with racially polarized voting. He added that preliminary numbers showed no evidence of racially polarized voting. The Board agreed that a CVRA analysis should not be included in a vendor contract.

After this discussion, the motion to approve the contract with Dolinka Group carried, all members voting Aye. The Board agreed that Dolinka Group should be invited to attend the meeting of July 27 to discuss criteria for the drawing of maps and to review the calendar included in Dolinka Group's proposal.

APPROVAL OF CONTRACT AWARD FOR PEST CONTROL SERVICES TO ORKIN SERVICES OF CALIFORNIA, INC. (16-6-104B)

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

APPROVAL OF MEMORANDUM OF UNDERSTANDING WITH SAN MATEO UNION HIGH SCHOOL DISTRICT REGARDING SKYLINE COLLEGE MIDDLE COLLEGE (16-6-105B)

It was moved by Trustee Schwarz and seconded by Trustee Goodman to approve the Memorandum of Understanding. The motion carried, all members voting Aye.

APPROVAL OF REVISIONS TO BOARD POLICIES: 1.40, MEETINGS OF THE BOARD; 6.39, PRESENCE OF NON-STUDENTS ON DISTRICT PROPERTY; 6.50, STUDENT TEACHERS AND INTERNS; AND 8.14, BOND OVERSIGHT COMMITTEE (16-6-106B)

It was moved by Trustee Holober and seconded by Trustee Mohr to approve the revisions as detailed in the report. The motion carried, all members voting Aye.

INFORMATION REPORTS

DISTRICT FINANCIAL SUMMARY FOR THE QUARTER ENDING MARCH 31, 2016 (16-6-3C)

The Board accepted the report.

THIRD QUARTER REPORT OF AUXILIARY OPERATIONS, 2015-16 (16-6-4C) **COMMUNICATIONS**

The Board accepted the report.

PERSISTENCE: PATHWAY TO COMPLETION (16-6-5C)

Interim Vice Chancellor Moore said the three Colleges are working toward student success and the commonality that they share is that of persistence, defined as the rate at which students persist to the subsequent semester. The written report sets the foundation for what the Colleges are doing and provides details about the connection to the District Strategic Plan. In response to the Board's request, the Colleges are beginning to articulate how they will measure what they have accomplished. The charts that are included in the written report show the Colleges' historical success rates, defined as completion of courses with a grade of A, B, C or P (Pass). Vice Chancellor Moore said the College Presidents will provide a brief overview of the programs and strategies they are implementing to address persistence and completion.

Interim President Hughes discussed the strategies and initiatives that Cañada College believes will help improve the persistence and success rates of all students, with particular emphasis on first year students. The College implemented the "First Year and Beyond: Start Strong, Stay Strong, Finish Strong" initiative which aligns with the District Strategic Plan, particularly goals 1, 2 and 3. President Hughes discussed the three phases of the initiative – Start Strong, Stay Strong and Finish Strong – and outlined goals, interventions and outcomes associated with each phase.

President Claire discussed the Year One program at College of San Mateo, through which the College intends to significantly improve persistence, success and completion by focusing on new students in collaboration with the local high schools and adult schools. President Claire said there is a positive correlation between student engagement and student success; the earlier the student engagement, the greater the likelihood of success. He outlined the various strategies to encourage student engagement and outlined the goals of the program in terms of persistence and completion.

President Stanback Stroud said Skyline College has undertaken the development of the Skyline College Promise, a commitment whereby students can "Get in. Get through. Get out...on-time!" This involves a two-pronged approach of (1) removing financial barriers that have limited access to higher education through the Promise Scholarship, and (2) redesigning the processes, procedures and programs of the College to promote student success, persistence and on-time completion. President Stanback Stroud outlined the planning process that resulted in the Skyline Promise, along with the strategies and planned evaluation in terms of access, success, retention and completion.

Vice Chancellor Moore presented a new proposal designed to increase student success. First year students would sign an agreement in which they would agree to take at least twelve units, complete a student education plan, declare a major, complete a FAFSA form, maintain satisfactory academic progress, and maintain a 2.0 GPA. The students would in turn receive financial support through a "Trustee Success Grant" program. Sources of funding for the grants would be Foundation funds, innovation funds, Auxiliary Services funds, revenue from International Education, the general fund, and philanthropic funds. Vice Chancellor Moore said staff would like to bring more information on this proposal for the Board to consider at a future meeting.

Chancellor Galatolo said that approximately two-thirds of the District's students receive free tuition through Board of Governors (BOG) grants. The State provides a backfill of apportionment for these grants for revenue limit districts. Chancellor Galatolo said a Districtwide Trustee Success Grant program would provide support for District students not through the Board of Governors, but through the local Board of Trustees, assuring that the criteria reflect the values of the local community and of the District Strategic Plan.

President Mandelkern said the Trustee Success Grant program is an interesting concept and he would like to hear more about it. He said he would like to add the requirement that students must be residents of San Mateo County as part of the criteria.

Trustee Mohr said the presentation on persistence is one of the most significant he has heard since being a member of the Board. He said success and persistence rates have not changed over time because certain factors are more important than others, including taking at least twelve units, receiving financial assistance, receiving ongoing support from a peer group, etc. He said the District receives \$49 million more per year than revenue limit districts. He said he believes these additional resources should be used to work toward a substantial increase in persistence, success and completion Districtwide. Trustee Mohr said the presentation indicated that the Presidents are working toward this and that they embrace accountability in terms of reporting how well strategies are working and where more needs to be done.

Trustee Schwarz said she attended two commencement ceremonies and heard students state that they would not have succeeded without support programs such as EOPS, Mana, Puente, etc. She said the concept of the Board supporting students financially is exciting and she looks forward to hearing more about it.

Trustee Holober asked for clarification about whether the proposal calls for waiving fees or for providing grants of money to students. Chancellor Galatolo said it calls for waiving fees; however, the program could be expanded at a later time to address the cost of textbooks, transportation and housing. Trustee Holober said student support programs appear to be an important factor. He said an analysis of the factors that cause students to not persist at the Colleges would help determine whether the focus should be more on student support services or on financial support. President Stanback Stroud said research indicates that persistence involves a combination of the two factors and that removing one impacts the results. Trustee Mohr said the type of preparation students have coming out of high school is critical. He said persistence and success rates will not change unless drastic action is taken and the plans presented by the Presidents provide an opportunity to take such action.

Student Trustee Zheng said having a structure for students coming out of high school is critical. He said he believes that more student support services and financial assistance will help students persist when they come to the Colleges.

President Mandelkern said the presentation was one of the most valuable and significant in his tenure on the Board as it directly and fundamentally addressed student success. He said that for twenty-four years, the success rate in the District has been approximately 70%. He said it is important to show a path to change and to use metrics to examine each intervention separately and assess which work in terms of gain. He said the three Colleges must work collaboratively and replicate best practices across the District. President Mandelkern said that as a community supported District receiving approximately \$49 million more per year than a revenue limit district, it is imperative to demonstrate the benefits that are being achieved with the extra investment.

INSTITUTIONAL EFFECTIVENESS GOALS (16-6-6C)

The Board accepted the report. Chancellor Galatolo took the opportunity to thank Interim President Hughes for her outstanding work at Cañada College. He welcomed President-Elect Moore and said she will enjoy working with the dedicated faculty and staff of Cañada College.

Vice Chancellor Moore thanked the Board for their enthusiasm and engagement in looking at ways to solve the barriers to access, equity and outcomes. She said that during her career in higher education, she has not seen another district that has focused on outcomes as this Board has done. She commended the Board for their foresight in developing a Strategic Plan in the way they did and said this will take the District from good to great. Vice Chancellor Moore said she is excited to be a part of this organization and thanked the Board for the great opportunity to serve as President of Cañada College.

COMMUNICATIONS

None

STATEMENTS FROM BOARD MEMBERS

Student Trustee Zheng said he is pleased to have the opportunity to serve on the Board. He reminded the Board that he will be traveling to China during July. He said he will help Provost Jing Luan with orientation activities while he is in China.

Trustee Holober congratulated Vice Chancellor Moore on her new role as President of Cañada College and said he knows that she will do an outstanding job.

Trustee Schwarz welcomed Student Trustee Zheng to the Board and said he will be a great asset. She said she appreciates that he will be an advocate for the District while he is in China. Trustee Schwarz thanked Interim President Hughes for

the wonderful work she has done at Cañada College. She congratulated President-Elect Moore and thanked her for her outstanding service to the District as Interim Vice Chancellor. She said President-Elect Moore is an asset to the District and will do well at Cañada College.

Trustee Mohr said Interim President Hughes practices her profession at the highest level. He thanked her for the wonderful job she has done at Cañada College. Trustee Mohr congratulated President-Elect Moore. He said she knows how to relate to people and listen and said she will be an outstanding President at Cañada College. Trustee Mohr thanked the District's student leaders for standing firmly and in solidarity with the LGBT community of Orlando, Florida following the recent evil attack that took place.

Trustee Goodman welcomed Student Trustee Zheng to the Board. He thanked Interim President Hughes for her service to Cañada College and congratulated President-Elect Moore. Trustee Goodman said he was given a tour of the Bay Area Pathways Academy (BAPA) program yesterday. He said the program provides a tremendous opportunity for the community in terms of providing pathways and feeds directly into the District Strategic Plan. He encouraged his fellow Board members to visit the program if they are able to do so. Commenting on the tragedy in Orlando, Trustee Goodman commended the Board and others in the District for being advocates and allies of the LGBT community. He said he is proud of the work being done in the District to make all communities within the Colleges feel safe and free to express themselves. He said it is important to continue this work as there are still people who have the beliefs that lead to incidents such as the one that occurred in Orlando.

President Mandelkern welcomed Student Trustee Zheng to the Board. He said he met with Student Trustee Zheng and appreciated the opportunity to get to know him better. He commended Student Trustee Zheng for taking the initiative to act as an ambassador for the District while in China. President Mandelkern thanked Diana Bennett for her service as District Academic Senate President. He said she has represented faculty extraordinarily well. President Mandelkern thanked Interim President Hughes for her service at Cañada College. He said the feedback from the Cañada College community on her tenure there has been extremely positive. He said he knows that Interim President Hughes will act as a resource to President-Elect Moore to help with a smooth transition. President Mandelkern congratulated President-Elect Moore. He said the work she has done on the implementation of the District Strategic Plan has been outstanding. He said the District is fortunate to have her as the next President of Cañada College. President Mandelkern said he agrees with the comments made by Trustees Mohr and Goodman regarding the District's support of the LGBT community. He said the community is only as strong as the support it shows for every member of the community. He said he is proud to be part of a District that shows compassion, caring and support for its entire community.

ADJOURNMENT

The meeting was adjourned by consensus at 9:24 p.m.

Submitted by

Ron Galatolo, Secretary

Approved and entered into the proceedings of the July 13, 2016 meeting.

Thomas Mohr
Vice President-Clerk