

**Minutes of the Study Session of the Board of Trustees  
San Mateo County Community College District  
July 13, 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) hold a conference with Agency Labor Negotiator Eugene Whitlock; the employee organizations are AFT, AFSCME and CSEA, (2) hold a conference with real property negotiator as listed on the printed agenda, 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 6:05 p.m.

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

**Others Present:** Chancellor Ron Galatolo, Skyline College President Regina Stanback Stroud, College of San Mateo President Michael Claire, Cañada College President Jamillah Moore, 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 took no reportable action during Closed Session.

**MINUTES**

It was moved by Trustee Goodman and seconded by Trustee Mohr to approve the minutes of the regular meeting of June 22, 2016. 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 (16-7-1A)**

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.

### **APPROVAL OF CONSENT AGENDA**

President Mandelkern said the consent agenda consists of board reports 16-7-1CA and 16-7-2CA as listed on the printed agenda. It was moved by Trustee Mohr and seconded by Trustee Holober to approve the items on the consent agenda. The motion carried, all members voting Aye.

### **INFORMATION REPORT: DISCUSSION OF STUDENT TRANSPORTATION (16-7-1C)**

Chancellor Galatolo said transportation has been a persistent issue for several years. He said that approximately 12 years ago, SamTrans provided affordable passes for students commuting between Cañada College and East Palo Alto; however, sufficient ridership did not materialize. Chancellor Galatolo said the District is aware that many students have unmet transportation needs. He said this has been discussed at great length, particularly at the Skyline College Summit, and the issue affects the entire County. He said staff is looking for direction from the Board in terms of pursuing solutions. He said Presidents Claire, Moore and Stanback Stroud will report on transportation as it affects their campuses. Chancellor Galatolo introduced Mark Simon, Chief of Staff at the San Mateo County Transit District, and Doug Kim, Director of Planning, who will also participate in the discussion.

Skyline College President Stanback Stroud said the issue of transportation connects to Goal 2 and Goal 4 of the District Strategic Plan. She said it also connects to sustainability values and efforts of Skyline College and the District. She said Success Summit attendees, including leaders from the community, business, government, public institutions and education, all identified transportation as an issue they wanted to see addressed.

President Stanback Stroud said the Skyline College Sustainability Ambassador's Network and others worked with Cindy Abbott, who represented the President's Council, to gather data on the commute starting point for students, faculty and staff. This was followed by a survey which provided information on commute modes and what factors are considered important to students, faculty and staff. Students and faculty/staff both considered travel time and convenience/ease of access to be the most important factors. Students rated cost as the third most important factor while faculty/staff rated reliability as more important than cost. Staff used the information that was gathered to develop strategies, one of which was to apply for a two-year grant for a pilot program to provide shuttle service between the Daly City BART station and the campus. The grant was approved by the San Mateo County Transportation Authority and the City and County Association of Governments of San Mateo County and was subsequently approved by the Board. The shuttle service will launch in August 2016. MV Transportation will serve as the shuttle operator. Evaluation will be based on metrics including ridership, cost per passenger and results of rider surveys.

President Mandelkern asked if there will be a charge for the shuttle service. President Stanback Stroud said the service will be free of charge. Trustee Mandelkern asked if the service will be available to faculty and staff as well as students. Ms. Abbott said it will be open to the entire community; she said this will accommodate individuals who utilize services such as SparkPoint, the Library and the Veterans Resource Center. President Mandelkern asked if a mobile app will be available to enable riders to track the shuttle. Ms. Abbott said an app is not available but the schedule will be published.

Trustee Goodman asked if MV Transportation will provide additional shuttles if needed. President Stanback Stroud said Eloisa Briones, Vice President of Administrative Services, is working with MV Transportation on solutions to potential overages.

President Mandelkern asked how students are being informed of the shuttle service prior to the start of classes. Angélica Garcia, Vice President of Student Services at Skyline College, said the Associated Students of Skyline College have taken the lead and are using email blasts, mailers, and social media. Information is included as part of new student in-person orientation and information is provided for online orientation as well.

President Moore said it is important to be mindful that students who attend all of the Colleges have transportation needs and will have expectations. President Mandelkern said that if the pilot program at Skyline College is successful, it could be replicated at all of the Colleges, personalized to meet the needs of each campus.

President Stanback Stroud said the issue of transportation is multi-faceted and there are other potential resources such as:

- An initiative to provide a network for carpooling, currently being considered by Skyline College students.
- Zimride, a secure ride-sharing platform open only to members of a participating entity, e.g. college or university. Trustee Holober said his son utilized Zimride while a student at UC Santa Barbara and spoke highly of the service.
- Assembly Bill 2222 which would establish a program to provide transit passes to eligible students.

College of San Mateo President Claire commended President Stanback Stroud and Skyline College for being leaders on the issue of transportation. He said College of San Mateo has a dual challenge in addressing the transportation needs of students on the Coastside as well as those on the Bayside of the County. He said Jennifer Hughes, Vice President of Student Services, will report on the results of a transportation survey conducted by the College.

Vice President Hughes said challenges cited in the survey responses included: length of bus ride; frequency of service; limited weekend service; transfer, BART and CalTrain connections; and transportation among the three Colleges. The key findings were:

- A large number of students and staff would use shuttle services from the Hillsdale Shopping Center.
- Students are interested in increased bus service between the College and Half Moon Bay.
- Safety of any transportation service is paramount.
- Multiple, low-cost solutions are needed.

Vice President Hughes said additional challenges have been identified since the time of the last survey. These challenges include the increase in traffic on Highways 280 and 92 which will become more congested as new business developments are completed; the expansion of dual enrollment and Middle College programs; and the increased number of international students coming to the campus. Vice President Hughes said the College plans to re-administer a transportation survey, incorporating Redi-Wheels users.

Vice President Hughes said College of San Mateo has undertaken efforts to address the transportation challenges. She said bus tokens are provided at reduced cost to students who qualify. The College has been in conversation with SamTrans to explore adjustments in routes, additional drop off locations on campus, and free/reduced cost bus passes for students. Vice President Hughes said the College received a presentation from Zipcar but determined that the cost was prohibitive. In response to a question from President Mandelkern, Vice President Hughes said the College has explored other ride sharing/carpooling services such as Uber and Lyft. The Board discussed potential risks and problems associated with the use of Uber and other ride sharing services.

Vice President Hughes said the Student Senates at all three Colleges have explored a transportation fee which is permitted in accordance with the Education Code. President Mandelkern said that if this fee is considered, a clear benefit such as more frequent service should be offered in exchange.

Vice President Hughes said the College will develop an education/marketing campaign regarding public transportation, explore offering sale/reload of Clipper Cards in the College Bookstore, explore incentives for carpooling, and work with the Transit District to better understand barriers to transit ridership. Mr. Kim said that if the District provides data on where people live, they will provide information to help with a marketing campaign.

Vice President Hughes provided data on cross-enrollment of District students at the three Colleges. Currently, 13.8% of students are enrolled in courses at multiple locations. It is expected that the number of students taking courses at multiple campuses will grow as distance education course offerings increase, common assessment instruments are adopted, and course prerequisites are aligned Districtwide. Trustee Holober said he believes that if getting from one campus to another was made easier, the demand would increase. He said the availability of transportation among the campuses might allow students to fulfill their requirements more quickly, which is a worthwhile end in itself. President Stanback Stroud said transportation among the campuses would also be beneficial to faculty and staff who live at College Vista, Cañada Vista and the future housing at Skyline College, and work at the various campuses. Mr. Simon said shuttle services among the campuses would be expensive and complicated. He said SamTrans would be happy to discuss its role in planning and perhaps managing such a service.

Cañada College President Moore said the Student Senate is leading a transportation assistance initiative aimed at providing transportation assistance to fellow students. Bus tokens are subsidized by the Associated Students of Cañada College (ASCC) and cover more than half of the cost of bus fare. ASCC has agreed to continue subsidizing tokens as long as they are able. They are also interested in exploring how to address the transportation issue Districtwide.

President Moore said feedback on bus schedules and frequency reveal concerns which include:

- The Sequoia Station connections between buses and trains are not aligned.
- Unreliable schedules; buses sometimes do not follow the schedule or come at all, especially in the evening.
- More frequent pickups are needed during weekday evening hours and on Saturdays.

Mr. Simon said the Transit District, recognizing that students often must rely on SamTrans for transportation, is excited about partnering with the District on transportation issues. However, he said there are several fundamental issues that must be addressed, including:

- SamTrans is sensitive to its ridership, 67% of whom do not own a car and 42% of whom have household incomes below \$25,000.
- SamTrans' fare box recovery ratio (the fraction of operating expenses which are met by the fares paid by passengers) is less than 18%; SamTrans is \$185 million in debt and pays \$20 million per year in debt service.
- The Colleges are in remote locations in terms of service.
- The Colleges are commuter schools and students do not stay for an entire day.

President Mandelkern asked Mr. Simon and Mr. Kim to comment on the following items: (1) service on the Coastside, (2) potential to sell Clipper Cards in the College Bookstores, (3) frequency/regularity of service, and (4) coordination between buses and trains. Mr. Simon said bus service on the Coastside has been increased during the last two and one-half years. He said SamTrans is willing to look into the feasibility of having Clipper Cards sold in the Bookstores. Regarding frequency of service, Mr. Simon said there are many needs and not enough resources; however, SamTrans is interested in working with the District to explore innovative and creative ways to address the problem.

Mr. Kim said it is difficult to get students to ride buses. He said SamTrans has reached out to middle schools, high schools and colleges to try to examine opportunities to change youth ridership. He said the District is the most responsive of all public education institutions in the County. He said SamTrans will conduct focus groups with the District's students to try to determine whether additional incentives and opportunities are possible. Mr. Kim said SamTrans faces the dual challenge of frequency and coverage; if frequency is increased, coverage will have to be decreased because of costs. Regarding the problem with coordination between buses and trains, Mr. Kim said that if one of the services is off schedule, it affects all other services.

President Mandelkern said the Board is aware of the economic constraints faced by SamTrans as well as the traditional lack of ridership among students. He said, however, that there is a segment of the District's population who depend on public transportation. He asked if there are improvements that could be made more easily than others to achieve a more immediate "win." He said these could include online technology so that people could track whether buses are running on time, as well as improving service from the Hillsdale Shopping Center to College of San Mateo, Sequoia Station to Cañada College, and service to and from Half Moon Bay. Mr. Simon said a mobile app will be available in approximately one year. Mr. Simon said something can and will be done about the long waits for buses; he said service must be reliable.

Chancellor Galatolo suggested that the District examine the metrics and make economic decisions in terms of pooling resources to partner with SamTrans. Mr. Simon said there are various options to explore if resources are available.

Trustee Schwarz said she appreciates the sense of cooperation that has been evident at this meeting. She said she believes the District should work with SamTrans on how to make public transportation more appealing. Trustee Schwarz said discussions should include faculty and staff as well as students because many have transportation needs and are concerned about the same issues, especially convenience. She said she is pleased that SamTrans has offered to conduct focus groups.

Trustee Mohr said he learned a great deal from the discussion. He said public transportation is a complex system with limited resources. He recommended that a process be put in place for ongoing discourse. Trustee Mohr said students are sensitive to cost and suggested that the District consider subsidizing bus transportation. President Mandelkern said the District could begin with subsidization and track whether it increases ridership, along with looking at the use of tokens and the sale of Clipper Cards at the Bookstores.

Trustee Goodman said he would prefer that costs not be passed on to students. He suggested exploring other solutions such as receiving funding from the Foundation, Innovation Funds, and other resources. Trustee Schwarz said she would like to pursue the idea of the Foundation making funds available to the College Presidents to be used for emergencies. President Mandelkern said he believes the Foundation should consider addressing critical needs of student outside of providing scholarships.

Trustee Holober said he appreciates the presentations and the conversation with SamTrans. He said he has traveled via SamTrans recently and found that the buses were clean and modern. He said it appeared that schedules were accessible and that buses were running on schedule.

President Mandelkern asked if there are any issues for individuals who use paratransit (Redi-Wheels on the Bayside of the County and RediCoast on the Coastside) to access adaptive programs or the San Mateo Athletic Club. Chancellor Galatolo said they have been great partners and there have not been problems. Mr. Simon said the service is very expensive but is one of which they are very proud.

Ms. Abbott said she appreciates the openness on the part of SamTrans and said they have been a great partner. She suggested that the College Presidents look at carpooling options such as Zimride that could help at all of the Colleges. President Mandelkern said he would like to see a follow-up report and possible recommendation on this option. He said he also would be interested in considering a bike sharing option and would like to include interest in such a program as part of future surveys. Mr. Kim said a bike sharing program was attempted in Redwood City and was not successful. He said that bike sharing programs have not worked well in smaller cities nationally. District Academic Senate President Bennett said many students are not aware of the secure bike racks at College of San Mateo.

Chancellor Galatolo said the Board has given direction to pursue the issue of transportation aggressively. He said administrators and the College Presidents will continue to have conversations with SamTrans about potential solutions. Mr. Simon agreed that more regular meetings will occur. He said that as a first step, the District should provide information to Mr. Kim about where students live so that a target audience can be identified. President Mandelkern thanked Mr. Simon and Mr. Kim for participating in the discussion and for their continued efforts to partner with the District to find solutions.

President Mandelkern asked if there are ways to help students whose cars break down in order to help them stay in school. President Stanback Stroud said Skyline College participated in a grant program for emergency funds in the past which enabled the College to help get cars repaired. She said the College has also used a small amount of funding given by the Foundation for purposes other than scholarships. She said she believes a more systematic approach is needed. President Claire said College of San Mateo has an emergency loan program and the payback rate is high. Executive Vice Chancellor Blackwood said the student bodies also have emergency student loan programs. President Mandelkern asked if the Skyline College Auto Technology program might be another avenue for providing repairs to students' cars. President Stanback Stroud said she will pursue this suggestion.

Trustee Mohr said that with a Districtwide Promise Program, the narrative will change in terms of getting students in and out of college more quickly. He said a major problem for students is housing rather than tuition. Chancellor Galatolo said a holistic approach is needed because the issues of housing, transportation and cost of textbooks are all connected. President Stanback Stroud referred to a book titled "What It's Worth" which examines the concept of financial health and well-being from many perspectives, including education. Janet Yellen wrote the forward for the book and President Stanback Stroud was a contributor with "When Colleges Get It Right, Students Succeed." She said it has become clear that poverty is a major factor that impacts student success. President Mandelkern said he appreciates staff educating the Board about the complexity of the lives of students. President Stanback Stroud commended the Board for their desire to have conversations about the lives of students and their understanding of issues affecting students. She said they have demonstrated uncommon leadership and students are fortunate to have this leadership.

#### **STATEMENTS FROM BOARD MEMBERS**

Trustee Goodman said that at the last Board meeting, he spoke about the recent tragedy in Orlando. Since that time, there have been additional tragedies around the country. He said that as the Board discusses the issue of whether to have armed security guards on campus, it is important to keep in mind the impact it would have on the community and on students. He said training is a critical issue and it is important to understand what having poorly trained or undertrained officers would mean to students who are dealing with issues within their own communities. He said it is important to also keep in mind that tragedies can occur even with well-trained security officers.

Trustee Mohr said he attended a meeting of the advisory committee for Project Change. He said the program has served more than 200 students coming out of the juvenile justice system. He said the program is a direct manifestation of social justice. A study will be undertaken to track the students over a period of time. Trustee Mohr said a recent edition of the American Association of Community Colleges Quarterly included an interview with Martha Kanter, Executive Director for the College Promise. He said the interview points out there are 227 Promise Programs around the country, making it a

national movement. Trustee Mohr said he believes the District's movement is deeper and more expansive because it looks beyond tuition and fees to consider financial and other levels of support. Trustee Mohr said America's College Promise Act of 2015 would, if passed, provide 75% of the cost of a student's college education from the federal government with 25% to be provided by the states. Students would be required to have a 2.5 GPA and attend college at least half-time. Trustee Mohr said the Skyline College leadership team visited institutions that have undertaken substantial changes in the way they organize their campuses, resulting in higher success and completion rates. He said he would appreciate a report to the Board on what the team learned. Trustee Mohr said that when the Board was setting goals, they determined that they wanted to continue to discuss the matter of race with faculty and staff as well as among themselves. Trustee Mohr said race matters greatly in how we deliver curriculum, how we interact with students, and how we relate to each other. He said that continuing to discuss race is how the District will learn to do things better and better over time. He suggested that the Board come back to the discussion in a timely manner. Trustee Mohr said he read the report from the Civil Grand Jury on safety and security at the District. He said the issue of communication by which the District is able to contact law enforcement immediately is important and he hopes it will be addressed as quickly as possible.

Trustee Schwarz said she viewed the Fourth of July parade in Redwood City and said the highlight was the Cañada College float. She said the College also had a booth at the Courthouse.

President Mandelkern welcomed President Moore to her first Board meeting as President of Cañada College. He said he read the Civil Grand Jury report on safety on the campuses. He said the Board takes its responsibility for safety very seriously. He said the District has competent staff working on the communication issue and he is confident that it will be addressed successfully. He said the report also highlighted the need for training and practice. President Mandelkern said he was pleased to see progress on the goal of installing locks on all classroom doors. He said he agrees with Trustee Goodman's comments on the issue of armed security guards. He said the opinion of students is split on this issue and it must be examined very carefully.

President Stanback Stroud took the opportunity to invite everyone who is free to attend Skyline College's opening day event on August 16. Tom Bailey, author of "Redesigning America's Community Colleges" will be a presenter.

#### **ADJOURNMENT**

The meeting was adjourned by consensus at 8:40 p.m.

Submitted by

Ron Galatolo, Secretary

Approved and entered into the proceedings of the July 27, 2016 meeting.

Thomas Mohr  
Vice President-Clerk