

College Governance Council
Wednesday, November 12, 2025
1:00-3:00 p.m.

Approved Minutes

Voting Members in Attendance: Lauren Ford, Alvin Macaldo-Gubatina, Jose Milan, Jarred Morris Ramos, Cassidy Ryan, Nadia Tariq, Jessica Truglio

Ex-Officio Non-Voting Members in Attendance: Paul Cassidy, Nate Carter, Cherie Colin, Carol Hernandez, Ingrid Vargas

Recorder: Theresa Tentes

- I. Call to Order/Establishing a Quorum/Roll Call
- II. Public Comment * - 5 Minutes
- III. Consent Items
- IV. Informational, New Business and Action Items

Associated Students of Skyline College – 5 Minutes

- a. ASSC Report

William Oo/Jarred Morris Ramos

Vice President of ASSC, Jarred Morris Ramos, provided the Associated Students of Skyline College (ASSC) update, highlighting recent and upcoming student-led activities. He reported that *Skyloween*, held on October 30, was a successful event with strong student participation. Fireside Dining was lively, and the event served as a meaningful opportunity to bring students together, regardless of whether they attended in costume.

Jarred also shared that a District Student Council Mixer took place the previous Friday at CSM, bringing together representatives from the student councils across the three campuses. The mixer provided an opportunity to build stronger connections and collaboration among the district's student leaders, with interest expressed in continuing similar cross-campus engagements in the future.

Looking ahead, he announced several upcoming events. ASSC is collaborating with International Student Programs (ISP) on a field trip to the California Academy of Sciences scheduled for November 20. Additionally, ASSC is partnering with the Sexuality and Gender Alliance (SAGA) club to host a Drag Brunch event featuring a guest drag performer, a question-and-answer panel, and brunch. The event is scheduled to take place in the ICC from 11:00 a.m. to 1:00 p.m. Jarred concluded by thanking the group for the opportunity to share the student update.

Classified Senate – 5 Minutes

b. Classified Senate Report

Jose Milan/Nadia Tariq

Jose Milan, President of Classified Senate provided a report. He Shared that there were no major updates since the last convening; however, important discussions had taken place with Chancellor Moreno and classified leadership from the sister campuses of CSM, Skyline, and Cañada. The primary focus of these conversations was to explore the feasibility of offering professional development opportunities specifically tailored for classified professionals. Through these discussions, it became clear that the district's current structure does not intentionally silo professional development offerings, and there is openness to addressing gaps where they exist. Chancellor Moreno expressed strong support for further exploration of this idea, including identifying what such professional development might look like and determining whether funding support from her office would be necessary if individual institutions lack sufficient resources. These conversations will continue moving forward.

Another significant topic discussed was the ongoing challenge of participation in search committees. While a new platform has helped create a more organized process, committee service continues to require a substantial time commitment. A particular concern raised was the issue of unconscious bias training, which has become a deterrent for some individuals due to the time required for completion. It was noted that this has led to reluctance among some employees to renew or participate in committee service. Rather than placing blame, the group acknowledged the need to proactively identify solutions and engage in thoughtful dialogue to ensure the institution has adequate support and participation moving forward. This issue is anticipated to become more pressing in the coming months if not addressed.

In closing, it was emphasized that while there may not be a large volume of updates, the topics discussed are both timely and significant. Nadia Tariq, Vice President of Classified Senate, added that Chancellor Moreno was receptive to these concerns and may have raised them with the Chancellor's Cabinet to encourage broader district-level discussion. Additionally, all three college presidents have expressed support for more individualized and specialized professional development or Flex Day opportunities for classified professionals, particularly during non-instructional timeframes. The classified center leadership teams across the district plan to meet within the next two weeks to discuss logistics and strategies for mutual support before continuing discussions with the Chancellor.

Academic Senate - 5 Minutes

c. Academic Senate Report

Cassidy Ryan/Jessica Truglio

Cassidy Ryan, President of Academic Senate, provided a report. A call for representatives to serve on multiple committees will be sent out this week, including committees for the permanent Dean of Equity and Student Support position (for which candidates are already being identified), and the Professional Development Coordinator role. Efforts are underway to line up committee members promptly in order to expedite these hiring and selection processes.

Cassidy also shared highlights from attending Plenary, noting the value of learning from and connecting with colleagues across other colleges. A major topic of discussion at Plenary centered on artificial intelligence, particularly the need for clearer procedures, policies, and guidance around its use. Faculty are seeking clarity on institutional expectations, boundaries, and available resources related to AI, and this remains an ongoing and important conversation.

Additional announcements included confirmation of Erin Struss as the Common Course Numbering (CCN) and Common Course Library Coordinator, which had been announced previously. CTE Day, originally scheduled earlier, has been postponed and will now take place on March 4 in the spring semester. The event is expected to have strong participation, and support and ideas for making the day successful are welcomed, especially given the importance of career and technical education in the current economic climate.

The Senate has two remaining meetings this semester, scheduled for November 20 and December 4. The November meeting will focus on completing the majority of voting and Senate business, while the December 4 meeting will serve as the final meeting of the semester and is anticipated to be more informal in nature. Members were encouraged to submit urgent items prior to November to ensure adequate time for consideration.

Looking ahead to the spring, Cassidy noted that a significant Senate election cycle is approaching. Elections will be held for a new Senate President, Treasurer, and all two-year Senator positions. As this is her final year as President, members were encouraged to begin identifying and encouraging potential candidates, particularly those who may benefit from intentional outreach and support.

Finally, concerns were raised regarding misunderstandings about the purpose of public comment. It was clarified that public comment is not intended for introducing agenda items, distributing materials, or soliciting responses, as the Senate is not permitted to respond during that portion of meetings. To address this, clearer guidance and messaging will be shared. Members were encouraged to remind colleagues that there is an open and equitable agenda request process for those wishing to bring items forward for discussion. Cassidy concluded by thanking Jessica Truglio for leading the Senate meeting during her absence.

d. Management Council Report

Lauren Ford/Alvin Macaldo-Gubatina

Dr. Lauren Ford provided updates regarding several ongoing searches and governance processes. For the Vice President of Student Services search and the Dean of Equity and Student Support search, it was confirmed that the committee members who were previously voted in earlier in the semester will continue to serve. There was consensus within the group to roll over the same representatives, and all individuals confirmed they have the capacity to continue their service for the duration of the searches.

In addition, work is underway to establish a more formal and intentional process for gathering feedback on Board Policy (BP) and Administrative Procedure (AP) reviews through the appropriate governance groups. A significant number of BP and AP documents are currently being resubmitted due to a statewide effort to standardize numbering and naming conventions, similar to the Common Course Numbering process. This renumbering effort also presents an opportunity to review and update the content itself. As a result, there is a focus on incorporating broader perspectives to ensure policies and procedures accurately reflect current practices and real-world operations across the college.

The group also discussed the need for additional support for managers on campus. Conversations have begun around the potential creation of committees to help develop standard operating procedures aligned with existing Board Policies and Administrative Procedures. The goal is to clarify expectations and better define what it means to be a manager at Skyline College, as well as to provide clearer guidance and support for new managers transitioning into their roles.

Additional updates included ongoing searches and other items that may be shared further by Cabinet. Alvin Gubatina reminded staff that any outdated radios should be turned in to the Jim Vangele in the Public Safety Office by the November 20th so they can be modernized. Updated radios will be redistributed at a later date.

Administration

e. Administrative Services Update – 5 minutes

Paul Cassidy

Paul Cassidy, Finance and Operations Manager, shared several brief operational updates. He announced that a planned power outage is scheduled for this Sunday affecting Buildings 3, 4, and 5. Notifications have already been sent regarding necessary precautions, including guidance related to refrigeration and leaving computers or equipment powered on that could be impacted by the outage.

He also provided a joint update with Carol Hernandez, noting that instructional equipment budgets have been finalized and distributed to the divisions. With funding now allocated, divisions may move forward with planned instructional equipment purchases for the year. Additionally, Paul shared that the college is in the early stages of replacing older computers across campus, and more detailed information will be forthcoming as that process moves ahead.

f. Instructional Update – 5 minutes

Carol Hernandez

Dr. Hernandez provided several updates related to instructional planning and faculty hiring. She reported that instructional equipment requests have been finalized, with the goal of encumbering purchases as early as possible in the second quarter, in alignment with guidance from President Dr. Carter. She also confirmed the selection of the Common Course Numbering faculty coordinator, a position funded through AB 1111 Common Course Numbering funds received from the state. In addition, Carol shared that the Professional Development Flex faculty coordinator position is in the final stages of development and is expected to be posted within the next few weeks. This will be a two-year position beginning next summer and covering two academic years.

Carol and Jessica Truglio then presented the finalized FTEFAC ranking results. They reviewed the composition of the FTEFAC committee, noting both voting and ex officio members, and expressed appreciation for the support provided throughout the process. The committee received a set of well-considered and thoughtful faculty requests this year, reflecting an awareness of current institutional conditions and a focus on genuine campus needs rather than volume. The process included an application review, presentations, and committee deliberation before voting.

The final FTEFAC rankings placed Physics and Astronomy first, as a replacement position; Ethnic Studies second; and Barbering a close third. The committee emphasized that deliberations were highly student-centered and balanced the college's dual mission as both a transfer-focused and career and technical education institution. Significant discussion took place around the value and impact of each program, particularly between the second and third rankings, highlighting the strong need for Ethnic Studies to support transfer pathways as well as the high return on investment and community impact of the Barbering program. Committee members were commended for approaching the process thoughtfully and respectfully, setting aside individual biases and advocating for overall student and institutional needs.

Next steps include sharing the FTEFAC recommendations across governance groups, including Senate, CGC, and SPARC, followed by submission of the recommendations to President Dr. Carter for final consideration. Both Carol and Jessica expressed appreciation for the committee's work and for all divisions that submitted proposals. Carol concluded by inviting any questions or concerns from the group.

- g. Student Services Update – 5 minutes

No Report

- h. Planning Research and Institutional – 5 minutes Ingrid Vargas
Effectiveness Update

Ingrid Vargas, Dean of Planning, Research, Innovation and Effectiveness, provided an update from Pre-College Programs, focusing on recent student completion outcomes. She explained that while earlier fall updates shared enrollment data, this report concentrated on completions, which take longer to be recorded. Certificate completions have rebounded significantly post-pandemic and are now far exceeding the Educational Master Plan (EMP) goals established in 2022. A major factor contributing to this increase is the implementation of automatic certificate awarding for students who petition for associate degrees and earn certificates along the way. Notably, certificate completions have continued to increase even compared to last year, when this process was already in place.

Ingrid also reported strong progress in associate degree completion. For the most recent academic year, 717 associate degrees were awarded, placing the college on track to meet its EMP goal of 800 associate degrees by 2027. The data indicate a positive trajectory toward this benchmark. Additionally, degree completion rates for first-time, full-time students show steady improvement over three-year timeframes, with rates more than doubling compared to the fall 2016 cohort. While two-year completion rates have shown some variability and may fall slightly short of the 25% goal, Ingrid noted that two-year rates often serve as early indicators and that many students complete their degrees in the third year, contributing to continued overall gains.

Finally, Ingrid shared data on three-year degree or transfer rates for first-time student cohorts. The college is on track to exceed 50%, with the current rate at 49%, approaching the EMP goal of 52% by the end of the planning period. Despite a temporary dip for the fall 2020 cohort, outcomes have rebounded for subsequent cohorts. Ingrid emphasized that transfer data require additional time to capture fully, which is why the most recent cohort reflected is fall 2021.

- i. Marketing, Communications, - 5 minutes Cherie Colin
Public Relations Update

Cherie Colin, Director of Community Relations and Marketing, provided the monthly marketing and communications update, offering a high-level overview of the department's October activities and priorities. She shared that the monthly marketing report captures goals, marketing requests, email campaigns, social media performance, website updates, collateral development, and action items. Marketing efforts continue to

focus on the 25–50-year-old student demographic, with targeted campaigns designed to reach older and returning students. Work with VisionPoint, the college’s marketing agency of record, remains a key component of digital advertising strategy, and the college will begin advertising at the Daly City BART station starting next month. Messaging continues to emphasize semester start dates through digital ads, social media, web updates, and weekly emails to increase student awareness and engagement.

Cherie noted that marketing collaboration across campus continues to grow, with 53 marketing requests received in October alone. Email open rates remain strong at approximately 53.48%, indicating that email continues to be an effective communication channel with students. Website analytics showed notable traffic patterns, including unexpectedly high engagement with the Greek alphabet page. Paid media continues to drive growth on Facebook, while LinkedIn engagement is steadily increasing, with plans to post more regularly on that platform. Meta ads, encompassing Facebook and Instagram, generated the highest number of conversions during the reporting period.

Social media performance highlights included strong engagement on Instagram and LinkedIn, with particularly high visibility for posts related to the RIDE Conference, which reached approximately 10,000 views. Cherie shared that the team closely monitors which ads and posts perform best and regularly adjusts content as needed. The flexibility of digital platforms allows for quick changes and refinements in collaboration with VisionPoint. She also highlighted the importance of student involvement in content creation, noting that student staff bring creativity and familiarity with current trends, especially on platforms like TikTok, and benefit professionally by building portfolio-ready experience.

Cherie concluded by outlining upcoming deliverables and action items for November through January, including the launch of BART station ads in December. She encouraged members to view the detailed reports, which were shared for further review, and invited questions. President Dr. Carter and others expressed appreciation for the student-centered shift in social media strategy and the increased engagement it has generated, reinforcing the value of involving students directly in marketing and communications efforts.

j. President’s Update – 15 minutes

Nate Carter

President Dr. Carter provided a comprehensive Student Services update, noting that the division is experiencing a period of significant transition. He expressed appreciation for the leadership of the Student Services Leadership Team, Dean Will Minnich, Interim Dean Melissa Komadina, and Dean’s Dr. Lauren Ford and Chris Gibson for collaboratively developing a plan following Dr. Orante’s resignation. He also thanked constituency groups for serving as thought partners in shaping messaging during this transition. Communication outlining the plan has been distributed to ensure clarity and continuity, with a strong emphasis on minimizing any impact on students. Dr. Carter

reaffirmed the institution's unwavering commitment to student support services, including counseling, equity and student support, admissions and records, and financial aid.

He clarified that recent reporting structure changes within Student Services should not be interpreted as a reorganization. These adjustments are temporary and intended to maintain consistency and operational effectiveness during a leadership gap. Broader conversations regarding restructuring will take place once permanent leadership is in place. Dr. Carter shared that an additional explanatory document will be distributed to provide further context for the temporary reporting changes and encouraged members to direct questions through governance and leadership channels to ensure concerns are addressed transparently.

Dr. Carter reported progress on appointing an Interim Vice President of Student Services. Letters of interest are due by the close of business tomorrow, with a decision anticipated by the first week of December. He emphasized the importance of consultation with participatory governance leadership, Chancellor's Cabinet, and the President's Cabinet prior to making the appointment. An announcement is expected before the Thanksgiving break. He also shared updates from a recent meeting with other Vice Presidents of Student Services, highlighting the district's refreshed Admissions and Records webpage on affirmed names. He encouraged the campus community to review the page and provide feedback, noting the importance of balancing inclusive practices with legal and FERPA-related considerations. Additionally, he acknowledged the start of spring registration and shared that early retention indicators from fall to spring are positive, reflecting a collective campus effort to support students during this key period.

Dr. Carter addressed Title IX coordination, confirming that the Dean of Equity and Student Support will assume Title IX responsibilities once hired, likely in the spring semester. In the interim, he will serve as the Title IX Coordinator to ensure continuity and compliance, particularly for ongoing cases such as pregnancy accommodations. He noted that this approach avoids disruption for students and ensures consistent oversight through the academic year.

Transitioning to the President's update, Dr. Carter shared progress on several leadership searches. Public forums for finalists for the Vice President of Administrative Services are tentatively scheduled for the first week of December, with the goal of extending an offer thereafter. While a January start date is uncertain, a February start remains possible. He noted that operations remain stable through ongoing collaboration among leadership. The permanent Vice President of Student Services position is expected to be posted before Thanksgiving, and the Dean of Equity and Student Support position is currently posted, with applications closing in early December. Kickoff meetings for both search committees are anticipated prior to winter break.

Dr. Carter then presented the results of the classified and management position prioritization process, which had been delayed but is now complete. Cabinet conducted a

thorough review considering data, compliance requirements, operational needs, and student impact. Six priority positions were identified: Financial Analyst (Administrative Services), Program Services Coordinator for Outreach (Student Services), Promotions and Web Content Coordinator, Music Lab Coordinator, Part-Time Athletic Trainer, and Assistant Director of Financial Aid. He emphasized that while all positions submitted were important, this process establishes defensible prioritization in a context of limited long-term funding. Any hiring this year would depend on retirements, reallocations, or vacancies, and requests to refill positions will be evaluated against the prioritized list. Dr. Carter affirmed his commitment to improving timeliness and transparency in this annual process moving forward.

Finally, Dr. Carter shared several informational updates. He announced an upcoming employee town hall where he will reflect on lessons learned during his presidency, highlight campus accomplishments, and address anonymized questions submitted by employees. The town hall will be recorded for those unable to attend live. He also asked members to save January 14 for a special campus visit by the President of San José State University and members of her leadership team. The visit is intended to strengthen institutional partnerships and will conclude with a reception for campus leadership.

Dr. Carter concluded by expressing gratitude to the College Governance Council and the broader campus community, noting that he is gaining confidence in the role and remains committed to accountability, transparency, and continuous improvement. He invited feedback and questions from the council.

V. Adjournment

Next Meeting December 10, 2025

**Public Comment. Members of the Skyline College community and the public may address the College Governance Council on items appearing on the agenda by submitting a request in the chat box (Zoom) or a comment slip (in person) at the start of the meeting. Speakers must limit their remarks to a maximum of three minutes. If there are a large number of speakers, the President may use discretion to reduce the comment time in order to keep all public comment time to 20 minutes or less, in order to be able to have enough time for the Council to conduct its business. In accordance with the Americans with Disabilities Act, the Council will make reasonable efforts to accommodate persons with qualified disabilities. If you require accommodation, please contact Theresa Tentes at tentes@smccd.edu at least 48 hours in advance of the meeting.*