

**College Governance Council**  
Wednesday, December 10, 2025  
1:00-3:00 p.m.

Approved Minutes

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

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

**Recorder:** Theresa Tentes

- I. Call to Order/Establishing a Quorum/Roll Call
- II. Public Comment \* - 5 Minutes
- III. Consent Items

Approval of Minutes – October 22, 2025  
(M/S Cassidy Ryan/Alvin Macaldo-Gubatina) – Minutes approved.

- IV. Informational, New Business and Action Items

Associated Students of Skyline College – 5 Minutes

- a. ASSC Report

William Oo/Jarred Morris Ramos

Jarred, Vice President of ASSC, provided a brief Associated Students of Skyline College (ASSC) update for December. He shared that ASSC has primarily been supporting “stress-less” events organized by other campus clubs and programs as the semester comes to a close. Recent activities included a karaoke event hosted by PSP, as well as a hot chocolate, Santa hat, and decorating event organized by UCC. ASSC is also focusing its efforts on planning and developing programming for the upcoming spring semester.

Jarred also raised a concern regarding campus climate, reporting that a poster for a professors and occupation summit, along with other pro-Palestinian materials, had been torn down or defaced on Sunday. He noted that this incident marks the third occurrence of similar vandalism since last year and has caused discomfort and concern among affected students. President Dr. Carter acknowledged the concern and indicated that he would address the matter further during his President’s report, particularly in relation to campus safety and related issues.

Classified Senate – 5 Minutes

b. Classified Senate Report

Jose Milan/Nadia Tariq

Jose Milan, President of Classified Senate, provided the Classified Senate update and shared several upcoming activities and ongoing efforts. He announced that the Classified Senate will host a holiday potluck on December 17 from 12:00 p.m. to 2:00 p.m. at the Intercultural Center and invited classified professionals to attend.

Jose reported that the Classified Senate Professional Development Committee continues to meet biweekly to review professional development applications. The committee regularly approves or denies applications and provides feedback to applicants as part of its ongoing work. In addition, the Classified Senate has submitted the names of classified representatives to serve on the Dean of Equity and Student Support position and the Vice President of Student Services search committees, ensuring classified participation in these important hiring processes.

Jose also shared an update regarding leadership transitions within the Classified Senate. Ryan Samn will be leaving the institution and, as a result, will be stepping down from his role as Parliamentarian. Jose expressed appreciation for Ryan's contributions to the college and the Classified Senate and extended well wishes as he moves forward in his professional journey. An announcement will be sent out inviting interested Classified Senate members to self-nominate or be nominated for the Parliamentarian role. Jose reminded members that nominations should only be made with the nominee's prior knowledge and consent, as individuals must agree before being nominated. He concluded by extending holiday wishes to the group.

Academic Senate - 5 Minutes

c. Academic Senate Report

Cassidy Ryan/Jessica Truglio

Cassidy Ryan, President of Academic Senate, reported that the Academic Senate held its final meeting of the year on December 4. During that meeting, the Senate approved the hiring committees that required action at this time, with two additional committee approvals scheduled for January. Cassidy concluded by extending well wishes to the campus community, encouraging everyone to enjoy a restful and rejuvenating holiday break spent with family or loved ones.

Management Council – 5 Minutes

## d. Management Council Report

Lauren Ford/Alvin Macaldo-Gubatina

Lauren Ford shared that Management Council held its final meeting of the semester the previous day. The council continued its ongoing discussions focused on identifying effective ways to better support managers across the college. This included reflecting on individual leadership strengths and areas for continued growth, as well as exploring opportunities for professional development and process streamlining.

A key takeaway from the semester was the importance of ensuring that managers—whether newly promoted, transitioning within the district, or joining from external institutions—are provided with the tools, clarity, and support needed to be successful in their roles. Management Council looks forward to continuing these conversations and advancing efforts to strengthen onboarding and professional development for managers in the future. Lauren concluded by wishing everyone a safe, restful, and rejuvenating break.

Administration

## e. Administrative Services Update – 5 minutes

Paul Cassidy

Paul Cassidy, Finance and Operations Manager, shared several reminders in preparation for the campus closure during the break. He asked employees to be mindful of leaving food in offices or common areas and to ensure that windows are closed and doors are properly locked. Staff were also encouraged to unplug appliances—especially space heaters—shut down computers, and turn off or unplug printers before leaving for the break to reduce safety risks.

Additionally, Paul noted that anyone planning to be on campus during the closure should notify Public Safety in advance so they are aware of who is present and can ensure buildings remain secure. He reminded employees that badge access will be required for most buildings during the break. These reminders were shared as standard precautions to help maintain campus safety and security during the closure period.

## f. Instructional Update – 5 minutes

Carol Hernandez

Dr. Carol Hernandez, Vice President of Instruction, shared a brief instructional update, noting that there were no major new items beyond those discussed earlier in the meeting. She reminded the group that the call for the Professional Development Flex Coordinator position is closing on Friday. The position includes a 0.6 release time over the next two years and is intended to support professional development efforts for both faculty and staff. She encouraged interested individuals to apply.

Carol also reported that instructional planning activities are underway, with deans beginning to schedule summer courses and preparing to initiate Fall 2026 scheduling in

January. She concluded by noting that the instructional areas are in the process of wrapping up the semester.

g. Student Services Update – 5 minutes Lauren Ford

Dr. Lauren Ford shared a Student Services update and noted her appreciation for the opportunity to serve in this interim capacity, clarifying her role distinctions between Management Council representation and Interim Vice President for Student Services for CGC purposes. She announced that the Student Equity Plan has been officially approved at the state level and is now finalized with the Chancellor’s Office. Lauren expressed appreciation for the work of Roger Perez Vaughn and others who contributed to the successful development, review, and approval of the plan through the appropriate governance processes.

Lauren concluded by encouraging everyone to prioritize rest and self-care during the upcoming break. She reminded the group of the importance of mental health support during the holiday and winter break period, noting that students may require additional care during this time. She also reminded employees that support resources, including the Employee Assistance Program (EAP), remain available for those who may need them.

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, highlighting two major milestones. She announced that the Institutional Self-Evaluation Report (ISER) for accreditation was formally submitted the previous day. While submission marks a significant achievement, Ingrid noted that the process is ongoing. The peer review team will now begin reviewing the report and will provide an initial inquiry with any questions or requests for clarification—a new step in this accreditation cycle. The college will have an opportunity to respond before the site visit, which is scheduled for September. Ingrid emphasized that completing and submitting the ISER is a major accomplishment and noted that the finalized report is publicly available on the college website for those who wish to review it.

Ingrid also shared that the Student Voice Survey has officially closed with nearly 1,200 student responses, reflecting strong student engagement. Gift card winners have already been notified, including the grand prize recipient. She credited effective outreach, incentives, and faculty and program support for the high participation rate. The Pre-College team will analyze the survey data in January and plans to share a comprehensive report of the results with the campus community by early February.

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

Cherie Colin

Cherie, Director of Community Relations and Marketing, provided an update on the college's enrollment marketing campaign, which continues to run in partnership with Vision Point. She reported that the digital campaign performed particularly well in November, showing strong growth across multiple platforms. Google Display advertising generated approximately 403,000 impressions with a highly efficient cost per thousand of \$1.52, along with increased click activity compared to October. The campaign resulted in 19 conversions, with a reduced cost per acquisition, indicating improved efficiency. YouTube advertising also showed positive gains, with approximately 20,000 impressions, a click-through rate just under 1%, and a 37% decrease in cost per acquisition from the prior month.

Cherie noted that TikTok continues to function primarily as an awareness-building platform rather than a direct conversion channel. In November, TikTok ads generated approximately 182,000 impressions with a cost per thousand of \$4.67 and over 800 clicks. The "Student Voices: You Belong" video performed particularly well, generating the highest number of clicks among TikTok content. Meta advertising, which includes Facebook and Instagram, produced strong conversion results, with 183 conversions and a cost per acquisition of \$9.40. Conversion rates increased by nearly 29%, and adult learners accounted for a significant portion of these conversions, aligning with the campaign's primary target demographic.

Retargeting efforts also showed substantial improvement, with conversions increasing by 74%. A video featuring Adrian was especially effective, driving 58% of retargeting conversions. Google Search remained one of the strongest performing channels, generating 294 conversions with a cost per acquisition of approximately \$5.00. Top-performing keywords included "Skyline College," "Skyline College application," and messaging related to free college opportunities, which consistently outperformed other messaging. Cherie emphasized that conversions are defined as clicks on the application button, which is considered a marketing success by driving users into the application process.

Looking ahead, Cherie shared that the enrollment campaign will continue through December, a key period when prospective students are actively considering new goals and opportunities for the coming year. Additionally, Skyline College advertisements will be deployed at the Daly City BART station beginning Monday. She concluded by thanking the marketing team and campus partners for testing messaging with students and the community, noting that student response data continues to guide campaign refinement and effectiveness.

Dr. Carter provided several personnel updates. He reminded the campus community that Thursday, the December 10th, is the final day to submit formal online feedback regarding the Vice President for Administrative Services finalists. He encouraged members of the community to complete the feedback form distributed via email the previous week, noting that feedback may also be shared through leadership and participatory governance channels if individuals are unable to submit the form directly. He shared that he is continuing to deliberate on the decision and is reviewing multiple sources of input, including community feedback and a comprehensive reference report prepared by the external search firm. He indicated that an announcement is expected later in December.

Dr. Carter also shared an update related to interim leadership adjustments. With Dr. Lauren Ford now serving as Interim Vice President for Student Services, an interim need has emerged in SPWD. He noted that an announcement regarding this role will be shared the following day. He expressed gratitude for the strong interest shown by internal candidates and shared that he is personally notifying those not selected. A formal announcement will be made before the campus begins winter break, with an official update to follow at the next CGC meeting.

Additional search updates included progress on the Dean of Equity and Student Support position, which is currently open and has attracted a strong applicant pool. Dr. Carter thanked governance leadership for assisting in identifying committee members and shared confidence that the search remains on track, with the goal of onboarding the dean during the spring semester. He also noted that the permanent Vice President for Student Services position is now open, encouraging community members to share the opportunity with qualified candidates. The application period will close in early January 2026.

Dr. Carter further shared that several faculty searches announced since the previous CGC meeting are now underway. He clarified that these are not new faculty lines and therefore do not require Board of Trustees approval. He expressed enthusiasm about the progress of these searches and the momentum on the personnel front.

Turning to the second major section of his report, Dr. Carter provided an update on Opening Day for Spring 2026. He shared that Opening Day is scheduled for Friday, January 9, 2026, and emphasized the importance of gathering as a full college community at the start of the semester. To support full participation, a late start has been approved, with campus operations opening at 10:30 a.m. on that day. He noted that appropriate communication and signage will be provided to ensure students and employees are aware of the late start. Dr. Carter encouraged members to help share this information broadly and expressed enthusiasm for starting the spring semester together as a community.

President Dr. Carter continued his report by sharing reminders related to Opening Day and early spring operations. He encouraged employees to register and attend the Opening

Day breakfast and presentations beginning at 9:00 a.m. on Friday, January 9, 2026, with student-facing services opening at 10:30 a.m. He reiterated the previously announced temporary pause on telework during the first week of instruction in the spring semester. This measure is intended to ensure increased on-campus presence to support students during a critical transition period. Dr. Carter noted that this decision reflects input from Classified Senate, Management Council, and faculty colleagues, as well as feedback from students who have expressed appreciation for increased availability and support. He emphasized that this approach will be assessed through participatory governance and student feedback to determine its effectiveness.

Dr. Carter then addressed concerns raised by students regarding vandalism of approved signage and posters, including pro-Palestinian materials. He acknowledged the seriousness of these incidents and affirmed the college's commitment to ensuring that all students and perspectives are respected and supported. He expressed appreciation to those who formally and informally reported the incidents and emphasized that all such reports are investigated in coordination with Campus Safety. He noted that investigations have included reviewing video footage and, in some cases, identifying individuals not affiliated with the college community. Appropriate action is taken when responsible parties are identified.

In response to these incidents, Dr. Carter outlined several steps the college is pursuing, including exploring the installation of secured bulletin boards with protective coverings, revisiting and reinforcing posting guidelines, and expanding the use of digital platforms for approved messaging. He emphasized that vandalism of approved materials—particularly those tied to the college's diversity, equity, inclusion, and anti-racism commitments—is taken very seriously. He also shared his intention to speak more visibly and directly about the value of diversity, equity, and inclusion at the start of the spring semester, both with employees and students.

Dr. Carter further noted the broader national and local context in which these incidents are occurring and emphasized that campus safety remains a top priority. He shared that he is consulting with peers, higher education networks, and community partners to navigate the balance between expressive activity and campus safety. He acknowledged that these are complex issues without simple solutions and invited continued dialogue and accountability from the campus community. He reaffirmed his commitment to taking action—not only speaking—to protect the campus while preserving space for dialogue, engagement, and diverse perspectives.

Dr. Carter concluded his report by thanking the College Governance Council and the broader campus community for their collaboration, care, and commitment throughout the semester. He encouraged continued communication and wished everyone a restful and well-deserved holiday break.



V. Adjournment

Next Meeting January 28, 2026

*\*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](mailto:tentes@smccd.edu) at least 48 hours in advance of the meeting.*