

**College Governance Council**

Wednesday, January 28, 2026

1:00-3:00 p.m.

In Person Room 4343

Zoom [January 28, 2026 Zoom](#)**Voting Members:**

- |   |  |
|---|--|
| <input type="checkbox"/> Lindsey Ayotte         | <input type="checkbox"/> Jarred Morris Ramos |
| <input type="checkbox"/> Alvin Macaldo-Gubatina | <input type="checkbox"/> Cassidy Ryan        |
| <input type="checkbox"/> Jose Milan             | <input type="checkbox"/> Nadia Tariq         |
| <input type="checkbox"/> William Oo             | <input type="checkbox"/> Jessica Truglio     |

**Ex-officio Members (Non-Voting):**

- |                                       |  |
|---------------------------------------|--|
| <input type="checkbox"/> Nate Carter  | <input type="checkbox"/> Lauren Ford     |
| <input type="checkbox"/> Paul Cassidy | <input type="checkbox"/> Carol Hernandez |
| <input type="checkbox"/> Cherie Colin | <input type="checkbox"/> Ingrid Vargas   |

**AGENDA**

I. Call to Order/Establishing a Quorum/Roll Call

II. Public Comment \* - 5 Minutes

III. Consent Items

Minutes – November 12, 2025

Minutes – December 10, 2025

IV. Informational, New Business and Action Items

Associated Students of Skyline College – 5 Minutes

a. ASSC Report William Oo/Jarred Morris Ramos

Classified Senate – 5 Minutes

b. Classified Senate Report Jose Milan/Nadia Tariq

Academic Senate - 5 Minutes

c. Academic Senate Report Cassidy Ryan/Jessica Truglio

Management Council – 5 Minutesd. Management Council Report Lindsey Ayotte/  
Dr. Alvin Macaldo-Gubatina

### Administration

- |    |   |                     |
|----|---|---------------------|
| e. | Administrative Services Update – 5 minutes                        | Paul Cassidy        |
| f. | Instructional Update – 5 minutes                                  | Dr. Carol Hernandez |
| g. | Student Services Update – 5 minutes                               | Dr. Lauren Ford     |
| h. | Planning Research and Institutional – 5 minutes                   | Ingrid Vargas       |
| i. | Marketing, Communications, - 5 minutes<br>Public Relations Update | Cherie Colin        |
| j. | President’s Update – 10 minutes                                   | Dr. Nate Carter     |

### Constituent Committee Reports

#### V. Adjournment – February 25, 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.*

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

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

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

Draft 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.*