GAVILAN JOINT COMMUNITY COLLEGE DISTRICT  
REGULAR MEETING, BOARD OF TRUSTEES  
Tuesday, December 13, 2016

CLOSED SESSION – 6:00 p.m. OPEN SESSION – 7:00 p.m.  
5055 Santa Teresa Boulevard, Gilroy, CA 95020  
T.J. Owens Early College Academy, Multi-Purpose Building

MINUTES

I. CALL TO ORDER 6:00 p.m.  
Trustee Laura Perry called the meeting to order at 6:12 p.m.

1. Roll Call  
Trustees: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry.

Dr. Kathleen A. Rose, Superintendent/President  
Kathleen K. Moberg, Vice President, Student Services  
Frederick E. Harris, Vice President, Administrative Services  
Pilar Conaway, Recorder


2. Oath of Office  
Mark Dover and Jonathan Brusco were administered the oath of office by Laura Perry, President, Gavilan College Board of Trustees. Rachel Perez was administered the oath of office by Mickie Luna, Hollister City Council Member.

Rachel Perez thanked her family and supporters. Trustee President Laura Perry welcomed Marjorie Regalado-Rodriguez and former Gavilan College President, Rose Marie Joyce.

3. Comments from the Public – This is a time for the public to address the Board  
None.

4. Recess to Closed Session (a maximum of 3 minutes will be allotted to each speaker)  
The Board recessed to closed session at 6:17 p.m.
II. OPEN SESSION 7:00 p.m.

1. Call to Order
Laura Perry called the meeting to order at 7:02p.m.

2. Roll Call
Trustees: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry, Iris Cueto (Student Trustee).

Dr. Kathleen A. Rose, Superintendent/President
Kathleen Moberg, Vice President, Student Services
Frederick E. Harris, Vice President, Administrative Services
Andrew DeLuna, Academic Senate
Diana Seelie, Professional Support Staff
Pilar Conaway, Recorder


3. Pledge of Allegiance
The pledge of allegiance was led by Lois Locci.

4. Organizational Meeting
   (a) Election of Officers (President, Vice President, Clerk)

President:
MSC 1: (M. Dover/J. Brusco) to nominate Laura Perry for President.
MSC 2: (M. Dover/K. Child) to close nominations.
Vote 1: 7 ayes to close nominations: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry.
Vote 2: 7 ayes for Laura Perry to serve as President: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry.

Vice-President:
MSC 1: (L. Locci/W. Glines) to nominate Jonathan Brusco for Vice President.
MSC 2: (W. Gines/K. Child) to close nominations.
Vote 1: 7 ayes to close nominations: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry.
Vote: 2: 7 ayes for Jonathan Brusco to serve as Vice-President: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry.

Clerk:
MSC 1: (J. Brusco/K. Child) to nominate Lois Locci for Clerk.
MSC 2: (M. Dover/K. Child) to close nominations.
Vote 1: 7 ayes to close nominations: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry.
Vote 2: 7 ayes for Lois Locci to serve as Clerk: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry.

(b) Set Meeting Dates/Location
   MSC (K. Child/W. Glines) to approve corrected meeting schedule.
Vote: 7 ayes: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry, and Student Trustee Iris Cueto, advisory vote of aye to approve. 0 Noes.

(c) Board Committee Membership
MSC (M. Dover/J. Brusco) to approve
Laura Perry stated there was not a lot of time to review current committees and the way trustees are selected to fill committees. She stated a trustee workshop will be planned in early 2017 and suggested the committees stay as is. She recommended that Trustee Perez consider sitting in on any committee with vacancies or attending any committee that is scheduled to meet before the workshop, knowing that further restructuring will take place (on the date of the workshop).
- Laura Perry expressed interest in serving on the Athletics Committee.
- Kent Child expressed he would like to remove himself from the Board Annual Self-Evaluation Committee and suggested Lois Locci replace him; Lois Locci accepted.
- Jonathan Brusco expressed interest on staying on the Budget as well as the Facilities and Development and Utilization Committees.
- There is a vacancy on the Community Education Committee.
- Laura Perry suggested Rachel Perez serve on the Offsite Educational Centers Committee; Rachel Perez stated she would be willing to serve. Kent Child stated this committee had been created as an ad hoc committee for the sole purpose of searching for and bringing closure to the off sites property sale; it was not intended to be an ongoing standing committee. Kent Child suggested waiting until the trustee workshop to determine whether the Off Site Educational Center Committee should be modified or stay as a standing committee; Trustee Perry stated it was a placeholder for now.

5. Report of Any Action Taken in Closed Session
No reportable action taken in closed session.

6. Approval of Agenda
MSC (J. Brusco/M. Dover) to approve.
Vote: 7 ayes: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry and Student Trustee, Iris Cueto, advisory vote of aye, to approve; 0 Noes.

7. Consent Agenda
(a) Regular Meeting of the Board of Trustees minutes, November 8, 2016
(b) Personnel Actions
(c) Warrants and electronic transfers drawn on District Funds
(d) Payroll Warrants drawn on District Funds
(e) Purchase Order Ratification
(f) Ratification of Agreements
(g) Budget Adjustments
(h) Monthly Financial Report
(i) Puente Advisory Committee
MSC (K. Child/L. Locci) to approve the consent agenda.
Vote: 7 ayes: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry and Student Trustee, Iris Cueto, advisory vote of aye, to approve; 0 Noes.

8. Comments from the Public - This is a time for the public to address the Board
(a max. of 3 minutes allotted to each speaker)

Ken Wagman stated, as GCFA President, the faculty (contract) vote closed; the votes were being counted and he did not have the results. He acknowledged the time, energy and commitment of all the
trustees and congratulated newly elected Trustee Rachel Perez as well as re-elected Trustees Mark Dover and Jonathan Brusco. As Coordinator of Science Alive, Ken stated that as a result of the seismic retrofit in the Student Center, Science Alive will not take place in 2017. Middle schools in the area have been notified that Science Alive will be reactivated in 2018.

9. Recognitions
   (a) Recognition of the Employee of the Month
      Fred Harris recognized Jeff Gopp as Employee of the Month. He praised Jeff for his leadership and expertise that supports solution-based orientation to our campus. He stated Jeff’s nomination came forward through his peers and that he wholeheartedly supported the recognition.

11. Officers’ Reports
   (a) Vice Presidents
      Kathleen Moberg reported on three initiatives that are being directed by the Chancellor’s office. The first of these is the development of guided pathways which is the core concept in the book entitled, “Redesigning America’s Community Colleges”. The premise is to create intentional, guided pathways within each major with fewer choices that help direct students. Kathleen stated she attended the Pathways Conference with Peter Wruck that was hosted by the Chancellor’s Office and that we, as a campus, will be looking at guided pathways in the next semester and moving forward.

      The Integrated Planning initiative supports looking at everything that we do on our campuses from an integrated, non-siloed perspective. Kathleen stated one of the first ways we are going to do that is by combining Basic Skills, SSSP, and Equity into one grouping because we will be reporting these as a triad vs. submitting individual reports for those areas. She stated common assessment and multiple measures are also taking off and our faculty and assessment staff are getting involved in work that is being done at the state level with the RP Group.

      Strategic Enrollment Management is the third initiative that is coming forward through the Institutional Effectiveness group at the Chancellor’s Office. She stated she has been named to the Advisory Board where the focus will be the creation of software tools that colleges will use for strategic enrollment management.

      Fred Harris distributed an informational packet that detailed the status of current campus projects. He stated the Division State Architect added a month of review for the gym bleachers and floors, and the athletics fields. The last page of the informational packet depicted a schematic of one of the two proposed concrete signs for the Coyote Valley site and requested board input. Fred clarified the sign will be concrete but the lettering can be changed, should the need to update the site name arise. He stated “Educational Center” is a stipulated term that is in the regulation and Dr. Rose clarified that until we have full accreditation status through the Accrediting Commission to call the site a campus would infer that we have full services (student, administrative and instructional services) onsite. Kent Child suggested adding the logo to the sign and expressed concern about prematurely calling the Coyote Valley Site a “campus”. After some discussion, Laura Perry summarized the sign details: The first line should list Gavilan College in big letters followed by Coyote Valley on the second line and the address - 560 Bailey Avenue (all in capital letters) on the third line – no logo.

   (b) College President
Dr. Kathleen Rose congratulated Trustees, Rachel Perez, Mark Dover and Jonathan Brusco and stated she was glad they will be present for the next chapter of the college’s history. She reported Fred Harris was selected as the 2016 recipient of the Facilities Leadership Award, in acknowledgement of his efforts in the facilities area state and district-wide. She announced the college will close down after the 22nd of December, although there will be some skeletal crews in Facilities, the Business Office, and HR; winter Intersession starts on January 3, 2017.

(c) Academic Senate
Andrew DeLunas stated an emergency senate meeting took place in order to fill the vacancies for Academic Senate President and Vice-President since no nominations were forthcoming. Arturo Rosette offered to stand in as Academic Senate President, on an interim basis, until June 2017. Andrew DeLunas and Sejal Dharia were nominated for Vice President and Andrew DeLunas was elected Interim Vice President. At the regularly scheduled Academic Senate meeting on December 6 Jane Maringer was elected to the post of Secretary and Martha Johanson was elected Part-time faculty Senator-at-Large. Andrew stated the Academic Senate sub-committee faculty positions are fully staffed. Three projects Interim President Rosette intends to focus on includes the realignment of the Academic Senate office terms so they coincide with the academic year rather than the calendar year, the establishment of a committee that will direct the formation and direction of committees, and the revamping and streamlining of senate by-laws to specifically establish clear lines of succession in order to avoid potential gaps in leadership.

(d) Professional Support Staff
Diana Seelie reported CSEA officer elections for 2017: Denise Apuzzo, President; Diana Seelie, Vice-President; Adriana Servin, Communications Officer; Laura Montes, Treasurer; Tara Myers and Jessica Frohm, Union Stewards. One position is still open and efforts are being made to fill committee positions, including a second participant on President’s Council.

(e) Student Representative
Iris Cueto reported ASGC leaders attended a general assembly for students. The Democratic Club organized a peaceful, post-election march in November in addition to inviting an attorney to campus. She attended an AB540 retreat at UC Irvine with Ryan Shook and found a key presentation entitled “Know Your Rights” to be very helpful. Iris acknowledged the considerable contributions of time and effort by the ASGC members and stated the next meeting is scheduled in the Business building, room 121 on December 15 at 8:30 a.m.

(f) Board Member Comments
Board members congratulated newly elected Board Member, Rachel Perez, and Mark Dover and Jonathan Brusco for their term renewal.

Jonathan Brusco congratulated Dr. Rose for finishing up her first, tremendously successful semester.
Walt Glines reported a recent survey of California residents found each branch of the higher education system to be held in high esteem, despite concerns about college affordability. He stated two queries surfaced as a result of the campus forums: 1) bi-district elections; and 2) status of the Latino Advisory Committee. He requested these be brought back as an information item. He acknowledged Leah Halper and her Gavilan Go game and congratulated the Women’s Volleyball Team who made it to the state finals. He recognized having received a six-page Title V Newsletter that provided a comprehensive report about what we are doing to move students through and improve our student success scores.
Mark Dover stated an article recently cited more than 25% of the community college student population is going hungry and/or homeless. Funding for food is available for K-12 as well as the State and UC system, but not for Community Colleges. He congratulated the Women’s Volleyball and Basketball teams.

Lois Locci stated she recently attended the San Benito Philanthropy event honorinng Tom Breen as well as the Gavilan Foundation meeting and noted the Foundation has renewed energy. She encouraged all to consider attending the Teatro Campesino’s presentation of “La Virgen de Tepeyac” in San Juan Bautista.

Rachel Perez stated she is following the articles on Basic Skills and suggested we look at our instruction and curriculum in order to figure out a way to move our students along quickly so they can get into credit courses. She is also tracking what is happening with national politics and the Defense Act for Childhood Arrivals (DACA). She stated that, as an institution, we need to make sure we provide a safe haven for DACA students. She will be participating in the new trustee training and has been contacted by veteran trustees at Evergreen and Foothill College and is looking forward to seeing what things are transpiring on their campuses. She stated she recently joined the board on the Demonstration Gardens which focuses on providing an education on organic produce and they are interested in doing something with Gavilan on organic farming. Rachel stated the campaign provided an opportunity to hone her values and articulate this to the electorate.

Kent Child stated campaigning is a humbling experience and is looking forward to working with Rachel. He attended the Philanthropy Day event and enjoyed Tom Breen’s recognition.

(g) Board President
Laura Perry stated the Latino Advisory Committee was started by Elvira Robinson and that we lost the connection with the Latino community after Elvira was no longer on the board. She stated Gavilan is interested in breathing new life into that committee and suggested Rachel Perez serve as the conduit on this committee. Laura stated Elvira’s son passed away November 29 and that she attended the service. Recently she saw former Student Trustee, Anel Tovar and stated she is on a high speed trajectory to success. Laura congratulated the Women’s Volleyball and Basketball Teams.

12. Board Committee Reports
None.

13. Information/Staff Reports
(a) Noncredit Committee
Dr. Kathleen Rose stated this item will be brought back at a subsequent meeting.

(b) Career Technical Education (CTE) and Emerging Vocational Programs
Dr. Kathleen Rose stated there is a lot of creative, innovative work going on in CTE. Sherrean Carr will provide the highlights and additional in-depth information on key areas can be provided in the future.
Sherrean stated the Governor and State Legislature approved the Strong Workforce Program Funding adding $200 million to CTE for the 113 colleges with the hope of creating one million more middle skilled workers. The goals are to increase the number of students enrolled in CTE programs leading to high demand, high wage jobs and improve program quality as evidenced by students completing or transferring programs. This funding is ongoing and allocations this year are based on job openings for our district, unemployed adults, and CTE equivalent students. In year two, one sixth of the funding will be allocated due to successful workforce outcomes (gainful employment, increase in earnings). 60% of our allocation for this year comes to $639,000 and we have two years to spend it. 40% of the funding comes to $308,000 is limited to regional projects.
Sherrean stated Dr. Rose asked her to form a task force and submit viable recommendations. She gathered members from Community Ed, Non Credit, CTE faculty as well as a representative from Student Services and created a draft recommendation plan. The most important concept the task force members kept in mind at all times were the metrics: goals of the money and identifying what needed to be put in place to ensure the achievement of those goals. Several staff positions were created in order to support the process/goals.

Sherrean highlighted the following programs stating these have varying degrees of development:
- HVAC
- Hospitality and Tourism
- Unmanned Arial Systems (UAS)
- Phlebotomy
- Paramedic
- Marketing
- ICT Cyber Patriot

She stated she is also working with:
- Morgan Hill and Gilroy Unified to map pathways
- CTE Articulation Management System
- Articulating Water Career Pathways
- Portfolium
- Netlog

CTE Program Updates:
- Child Development Educational Studies is creating contextualized English language curriculum.
- Faculty in the newest Title V project are developing a teaching pathway to teach infants through adults.
- Cosmetology has a 98% licensing pass rate – enrollment is consistently at maximum.
- Nursing Department has a colossal skills lab in the CD building. 100% of our nursing students pass the NCLEX (RN licensing exam) the first time.
- Water Program – working with Bay Area Consortium of 26 water agencies. We are now teaching classes in Martinez and Redwood City.
- Alexandre Stoykov, new CSIS instructor, has created the CSIS Club with 17 student members and is starting the Cyber Patriots Contest and will be joining the Cyber League for College Students.
- Title V Joint Grant with Hartnell and CSUMB– Gavilan College is the lead educational agent
  - Created an additional cohort of RNs which eliminated the wait list for our nursing program.
  - Successfully aligned CSIS and Digital Media courses with CSUMB.
- The CTE Counselor coordinated a nursing panel that had three RN’s, two from Gavilan College; all had specialties in labor and delivery, emergency, and medical/surgical. They discussed their education, skills, pay, as well as a typical day in their schedule; 20 students attended.
- A similar panel was coordinated in September with Health Care professionals, a Chiropractor and Nutritionist.
• Digital Media coordinated a tour for Morgan Hill Unified School District students. They toured Cosmetology, Digital Media, Allied Health and Art.

(c) Gavilan College sign at Fairview Corners
Dr. Kathleen Rose stated this item was brought forward by the Board Facilities sub-committee as an information item for discussion by the Board. It was suggested the San Benito County Trustee(s) make a recommendation to the Board. Kent stated to put up a sign in advance of construction may be premature. Rachel stated we need to hear out the community. The board agreed no sign should be placed until there is something concrete to offer.

(d) Update on Board Goals for 2016
Dr. Rose stated she provided an update on board goals. Information had been provided as of April 2016; the board met and after that meeting Dr. Rose provided goals and status updates as of December 2016. She stated this report is provided as information to support the board evaluation process. Laura stated this item will not come back as an action item but will instead move forward for review at the Trustee workshop. The workshop date is to be coordinated by Nancy Bailey. Kent Child expressed his gratitude to Dr. Rose for the time and effort it took to prepare the status report.

III. ACTION ITEMS
1. New Business
   (a) Curriculum
      MSC (K. Child/W. Glines) to approve.
      Vote: 7 ayes: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry and Student Trustee, Iris Cueto, advisory vote of aye, to approve; 0 Noes.

   (b) Approve 2 Year Extension of Bookstore Operation Agreement
      MSC (J. Brusco/K. Child) to approve.
      Vote: 7 ayes: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry and Student Trustee, Iris Cueto, advisory vote of aye, to approve; 0 Noes.
      Discussion: Fred Harris stated that in order to facilitate the move of the bookstore to the MP Building, Follett absorbed a costly expenditure to reconnect the Visa line. As a result, Follett asked, in good faith, if the operation agreement could be extended a year or so. Rachel inquired about customer satisfaction and if students are getting what they needed. Walt suggested Iris Cueto and ASGC research the customer survey query and provide feedback.

   (c) Lease Term Extension for Briggs Building with City of Hollister
      MSC (K. Child/W. Glines) to approve.
      Vote: 7 ayes: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry and Student Trustee, Iris Cueto, advisory vote of aye, to approve; 0 Noes.
      Jonathan Brusco pointed out a decimal point instead of a comma was used to define the building’s square feet and that it should be 8,984 sq. ft.

   (d) Annual Financial and Budget Report, CCFS-311
      MSC (M. Dover/J. Brusco) to approve.
      Vote: 7 ayes: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry and Student Trustee, Iris Cueto, advisory vote of aye, to approve; 0 Noes.
(e) Disposal of Surplus Personal Property
MSC (W. Glines/J. Brusco) to approve.
Vote: 7 ayes: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry and Student Trustee, Iris Cueto, advisory vote of aye, to approve; 0 Noes.

(f) Gilbane Building Company Project Assignment Amendments
MSC (W. Glines/I. Cueto) to approve.
Vote: 7 ayes: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry and Student Trustee, Iris Cueto, advisory vote of aye, to approve; 0 Noes.

(g) IBI Group Architecture and Planning Project Assignment Amendments Augmentations
MSC (J. Brusco/K. Child) to approve.
Vote: 7 ayes: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry and Student Trustee, Iris Cueto, advisory vote of aye, to approve; 0 Noes.

* (h) RESOLUTION 1016: Resolution Authorizing the District to enter into a Lease Agreement with South Bay Regional Public Safety Training Consortium Coyote Valley mitigation reimbursement agreement
MSC (W. Glines/J. Brusco) to approve.
Vote: 7 ayes: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry and Student Trustee, Iris Cueto, advisory vote of aye, to approve; 0 Noes.

(i) Third Amendment to the Donation Agreement and Joint Escrow Instructions for Coyote Valley Campus Acquisition
MSC (W. Glines/M. Dover) to approve.
Vote: 7 ayes: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry and Student Trustee, Iris Cueto, advisory vote of aye, to approve; 0 Noes.

(j) Coyote Valley Educational Center Increment #2, Change Order #4
MSC (M. Dover/J. Brusco) to approve.
Vote: 7 ayes: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry and Student Trustee, Iris Cueto, advisory vote of aye, to approve; 0 Noes.

(k) Coyote Valley, Off-Site: Project, Change Order #1
MSC (W. Glines/K. Child) to approve.
Vote: 7 ayes: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry and Student Trustee, Iris Cueto, advisory vote of aye, to approve; 0 Noes.

(l) Gavilan Community College Aviation Program at San Martin South County Airport, Change Order #4
MSC (J. Brusco/K. Child) to approve.
Vote: 7 ayes: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry and Student Trustee, Iris Cueto, advisory vote of aye, to approve; 0 Noes.

(m) Term Extension for Agricultural Use Leases at Coyote Valley and Fairview Corners MSC (K. Child/L. Locci) to approve.
Vote: 7 ayes: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry and Student Trustee, Iris Cueto, advisory vote of aye, to approve; 0 Noes.

* (n) RESOLUTION 1017: Authorizing the District to proceed on a Solar Project on the Gavilan College Gilroy campus as a Clean Renewable Energy Bond Project MSC (J. Brusco/M. Dover) to approve.
Vote: 7 ayes: Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Lois Locci, Rachel Perez, Laura Perry and Student Trustee, Iris Cueto, advisory vote of aye, to approve; 0 Noes.
Discussion: Fred Harris provided an overview of the project and detailed the economic and sustainability aspects of the project. Pine trees near parking lot A will need to be removed. Kent Child expressed the solar panels are not a thing of aesthetic beauty. Jonathan Brusco stated the panels are more practical, seem advanced, and does not see it as a distraction since this would be covering asphalt while providing provides both shade and lighting.

IV. CLOSING ITEMS
1. The next regularly scheduled Board meeting is January 10, 2017, Gavilan College, Dr. TJ Owens Gilroy Early College Academy, Multi-Purpose Building.
2. Adjournment
The meeting was adjourned by consensus at 9:13 p.m.

*Roll Call Vote

GAVILAN COLLEGE MISSION
Gavilan College cultivates learning and personal growth in students of all backgrounds and abilities through innovative practices in both traditional and emerging learning environments; transfer pathways, career and technical education, developmental education, and support services prepare students for success in a dynamic and multicultural world.