



California Community Colleges

Institutional Effectiveness

Partnership Resource Teams
Summary of Initial Visit
 Date of Visit: Monday, October 3, 2022

Name of Institution: City College of San Francisco

Partnership Resource Team Members: Jeff Stephenson (Lead), Jeanine Hawk, Tina Mendoza, and Aeron Zentner

Area of Focus	Institution's Point Person or Group, If Known	Heard during the Visit: Institutional Activities Underway (Positive Steps Taken or in Progress)	Heard during the Visit: Ideas Expressed by the Institution (Issues, Challenges, Desired Solutions)
A. Student Affairs Division: Administrative structure and staffing		<ol style="list-style-type: none"> 1. There are willing and dedicated employees that want to help students 2. The college has a Reimagining the Student Experience (RiSE) program for Guided Pathways. 3. People enjoy working at CCSF and are willing to work but need guidance. 4. Individuals are passionate and dedicated to the college and the students. 5. Virtual counters appear to have worked well while in COVID remote operations. 6. Discussion of success networks and student coaches. 7. Very proud of the diversity of the college. 8. Proud to offer a variety of services to the students. 9. Mention of the Student Services Ad Hoc Committee to help improve areas of Student Services. 10. Proud of the opening of SparkPoint Center (Basic Needs) 11. The virtual help desk seemed to have worked well while in remote operations. 12. Faculty, staff, and administrators are committed to the students. 	<ol style="list-style-type: none"> 1. The services are spread throughout the campus and different sites, which may be a duplication of effort. 2. Feelings that there has been a lack of input from the faculty and staff in those areas that are affected by restructuring. 3. There is a desire for a restructure, yet there is concern that Student Services has gone through several restructurings and they haven't helped. 4. There is a need for professional development for DEIAA. 5. Many systems seem to create more work than flow effectively. 6. There is an open and revolving door with administrators, all with their own vision and ideas. 7. Rethinking advising and academic counseling. Building a new identity. 8. Reignite the Guided Pathways efforts and claim it as their own. 9. Reimage the student experience at the college. 10. Express the need for more cohesiveness of the success teams. 11. Feel that areas are still working in silos and there is a need for more collaboration and sharing of information and ideas. 12. The need to triage students better so they are not bounced from counter to counter. 13. Desire to have a stronger presence on ground as before the pandemic 14. Desire to have a one-stop shop for students to receive services. 15. Concern of the lack of health services for students as a result of cuts to budgets and staffing. 16. Lack of Academic Affairs and Student Affairs working together to meet the needs of the college.

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			<ul style="list-style-type: none"> 17. Prioritization, collaboration, and integration of Student Affairs and Academic Affairs. 18. Suggestion that communication be streamlined.
B. Student Affairs Division: Enrollment Management		<ul style="list-style-type: none"> 1. There are 7 campus sites spread throughout the city. 2. Free City is a program that provides residents free tuition. 3. Community engagement in the college is high. 4. The college is proud of the impact that it is having on students. 5. College offers a breadth of programs and courses. 6. There was an acknowledgement that the college is not a one-size-fits-all model. The college must offer on ground and online options. 7. The college was able to leverage technology during COVID to meet the students' needs. 8. CCSF auto-awards Certificates of Completion once the student finishes. 9. Resource center successfully provides chromebooks, food cards, and transportation support. 10. The college offers dual enrollment, contract education, and a credit recovery program. 11. Frisco Day historically was a great event that supported enrollment steps. 12. Engagement of advisory groups in various CTE programs to discuss what is trending and needs in the field. 13. Changing classes from the 16-week format to an 8-week format has seen enrollment increases. 	<ul style="list-style-type: none"> 1. The college declined from 22,175 FTES in 2017-18 to 12,657 in 2021-22 (43% decline). 2. Examine the programs offered. 3. There are opportunities to be more transparent, including plans to phase out programs. 4. Are the off-site centers meeting the needs of the community? 5. Need for clarity in communication to the students. Appears that communication is disjointed and confusing for students. 6. Registration process needs to be simplified and improved. Currently it is very confusing for students. 7. College needs to access and fully understand students and their needs. 8. Concern that some class caps are extremely high 9. Appears that there is high demand for some courses but then classes are canceled without explanation. 10. Some employee groups feel it is difficult to be honest and open. 11. Lab courses that are attached to classes are quite difficult for students to register. Would like to see a solution to make it easier for students. 12. There are several visions for the college. It is not one unified vision but multiple visions. Need one clear vision. 13. Suggestion that faculty be part of the process of deciding how programs and courses are offered. 14. The need for social justice, equity, inclusion, and diversity to be at the center of strategic enrollment management. 15. Lack of transparency of the Enrollment Management Plan. 16. Concern that wrong people are appointed to committees. 17. Concerns about racism in the classroom.
C. Student Affairs Division: Budget and Fiscal Resources		<ul style="list-style-type: none"> 1. Professional development opportunities for programs such as Veterans, City Dream, and Umoja. 2. Opportunities to participate in the CORA classes 3. The Equity Road Show Provided opportunity in the student center to discuss cultural competency and relevancy. 4. Focusing the budget on student needs. 5. Moving away from the model of deficit budgeting. 	<ul style="list-style-type: none"> 1. There was a large layoff due to fiscal issues. Many layoffs took place but there was no plan presented on how decisions were reached. 2. Examine the needs of the community, especially with the off-site centers. 3. Concern with the role of the Budget Committee. 4. There is not a shared understanding of the budget. 5. Does not appear to be a process for requesting categorical dollars. 6. Hiring processes take an extreme amount of time. 7. Concern that there is a lack of staff that can support serving students. 8. Lack of faculty of color voices in planning.

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			<ul style="list-style-type: none"> 9. Need for professional development training for front-line and other staff 10. Request for a rubric for administrative positions to understand how certain positions are hired at a particular level. It is difficult to understand why one position was hired at a certain level. 11. Concern that the centralization of services does not allow enough space to accommodate all individuals and services. 12. The need to be transparent in budgeting and planning. 13. Lack of participation in shared governance when it comes to budgeting. 14. Difficult to spend money because of the hiring process.