Executive Summary

More than 200 City College of San Francisco (CCSF) faculty, staff, students, administrators, and trustees have engaged in a tremendous amount of work in a very short timeframe to develop and begin implementing plans to address the ACCJC’s show cause letter of July 3, 2012. The work has been guided by 15 workgroups and a Steering Committee under the direct leadership of the Interim Chancellor and the Accreditation Liaison Officer who reports directly to the Chancellor. As of October 15, the outcomes of the workgroups include completed tasks, work in progress, and approved plans that now need to be implemented. All of these, and the revised Self-Evaluation, will be completed prior to March 15, 2013.

In addition to addressing ACCJC’s Recommendations, the Special Report includes a response to the Eligibility Requirements, which overlap with, and in some cases directly map to, the Recommendations. The Special Report also contains a section on the actions addressing the material weaknesses and significant deficiencies identified in the 2011 Audit Report and a plan for responding to the Fiscal Crisis Management and Assistance Team report.

The following highlights correspond to each workgroup’s response to the 14 ACCJC Recommendations as well as the response of a “special focus” workgroup.

Recommendation 1, Mission Statement. All necessary actions to address Recommendation 1 have been completed. The Board reviewed the mission statement, considered data, revised the mission statement to prioritize goals and link it with planning, and also established an annual review process within the policy statement.

Recommendation 2, Effective Planning Process. The annual assessment, planning, and budgeting process has been revamped, with Program Review serving as a central mechanism for data-informed decision making with respect to growth and reduction. Implementation of the new system has begun. A development schedule for the Education Master Plan has also been developed for review by the Board in December 2012. To support the new process, the Board approved expanded staffing for Research and Planning with two additional full-time positions.

Recommendation 3, Assessing Institutional Effectiveness. The Program Review template and process have been updated in alignment with the planning process. Rubrics and guidelines now guide Program Review development and prioritization, along with a Program Review website. Institutional Learning Outcomes (ILOs) are being developed by the Academic Senate for recommendation to the Board of Trustees.

Recommendation 4, Student Learning Outcomes (SLOs). Key milestones include: (1) a draft policy exists that limits the maximum age of course outlines to six years; (2) a draft timeline is in place to update course outlines that are older than six years; (3) a new process exists for submitting information about course SLO assessment efforts; (4) the College has a centralized web presence for SLO efforts, including Student Services; (5) SLOs are integrated into Program Review and will serve as one basis for making resource allocation decisions; (6) a drop-in Q&A SLO lab now exists; (7) a comprehensive assessment report will be developed each semester; (8) course SLOs are being mapped to program SLOs and to General Education SLOs; (9) students will have better access to course and program SLOs in an effort to raise their awareness of SLOs; and (10) the Academic Senate developed a new College SLO Handbook. In
addition, faculty participated in a professional development day this past September dedicated to SLO documentation and assessment.

**Recommendation 5, Student Support Services.** A standard template/matrix has been developed to ensure that SLO documentation is consistent throughout the various service units and is aligned with the ACCJC *Rubric for Evaluating Institutional Effectiveness*. Student Services SLO activities have taken place in coordination with instructional SLO activities to ensure centralized communication regarding SLOs. An annual SLO cycle for Student Services has been developed, and guidance regarding non-instructional SLOs is included in the new College SLO Handbook. In addition, a comprehensive review and assessment of all student support services across the entire District is in progress to ensure that students have access to the appropriate level of student services, regardless of location. Changes in the delivery of those services is anticipated.

**Recommendation 6, Human Resources Components of Evaluation.** Recommendation 6 required that evaluations of faculty, classified staff, and administrators who work with students include an SLO component. Language has been drafted regarding SLOs for inclusion in job announcements, performance evaluations, bargaining contracts, and handbooks for all personnel responsible for student progress toward achieving SLOs. All constituent groups have agreed to incorporate this language as specified above.

**Recommendation 7, Human Resources.** Workgroup 7 examined possible options for more effective and efficient reporting lines and structures based on models of best practice. Restructuring at the Vice Chancellor level was recommended and has taken place, reducing the number of Vice Chancellors from five to three. Workgroup 7 examined issues relating to the reassignment of personnel and has concluded that the District’s current policies and procedures are appropriate, but that these are not always adhered to. The Workgroup also has recommended increasing opportunities for professional development, is reviewing the evaluation procedures for all employees, and has drafted a list of observations regarding barriers to administrative authority. They are proposing new practices designed to clarify and enhance the roles and authority of deans.

**Recommendation 8, Physical Resources.** Workgroup 8 has been examining the actual costs to operate and maintain existing facilities. Their findings will be incorporated into those of Workgroup 10 dealing with financial resources and those of Workgroup 7 dealing with human resources. Workgroup 8 also is developing a total cost of ownership model that will assist with Workgroup 15, which is analyzing centers and sites.

**Recommendation 9, Technology Resources.** Recommendation 9 requires that the College develop a comprehensive plan for equipment maintenance, upgrade, and replacement. The workgroup completed an inventory, developed replacement models, and determined equipment costs. Findings are integrated into Workgroup 10 and are integrated with the planning process. The Technology Resources Workgroup evaluated the CCSF information security infrastructure as part of its technology equipment review and has identified plans to continually improve the security infrastructure by incorporating vendor feature enhancements.

**Recommendation 10: Financial Planning and Stability.** To ensure fiscal stability, the Board took action on September 27, 2012 to direct the Chancellor to further study the list of cost-saving options drafted by Workgroup 10 and to prepare a plan in response to the Fiscal Crisis and Management Assistance Team (FCMAT) findings. This year’s priority is to continue identifying new revenue or cost savings in order to increase the 2012-13 reserves. The Board also approved
several specific cost-saving measures recommended by the Chancellor, including some site closures, reductions in general reassigned time, and a significant reduction in the cost of the Department Chair structure.

**Recommendation 11: Financial Integrity and Reporting.** Immediate actions addressing this issue include one-time measures to increase staffing levels within the accounting department to ensure the timely preparation and submission of critical reports. Longer term, full-time staff will be hired by January 2013 to ensure ongoing adherence to reporting timelines. The annual 311 report will be completed on time in October 2012, and the annual financial audit report will be completed on time in December 2012.

**Recommendations 12 & 13: Leadership, Governance and Decision-making/Governance Structures.** A new model of Participatory Governance and an accompanying policy have been developed with implementation planned for November 2012. This model reflects the advisory nature of college councils and committees and utilizes a new Governance Council that will provide recommendations directly to the Chancellor on matters pertaining to institutional priorities, policies, planning, and budget development, replacing the former College Advisory Council and Planning and Budgeting Council. Training related to participatory governance has occurred and will continue on an ongoing basis.

**Recommendation 14: Effective Board Organization.** The Board has engaged in a number of training and retreat sessions to ensure full understanding of their role and responsibilities. In addition, the Board has reviewed its bylaws and policies as contained in Policy Manual Section 1, “The Governing Board, The Community, The Chancellor,” resulting in changes to policies, deletions, and new policies; while some have been adopted already, the others will be adopted on October 25, 2012. Following a second reading, one of these is a policy calling for an annual professional development plan. The plan for 2012-13 has been adopted and a number of the activities have been completed.

**Special Focus: Centers and Sites.** Given the references to centers and sites throughout the ACCJC Recommendations, the Chancellor formed a “special focus” workgroup, which has been identifying and collecting the data necessary to conduct a fiscal and programmatic analysis of centers and sites. On September 27, 2012, the Board took action to direct the Chancellor to actively market the options for a long-term lease of 33 Gough Street and to relocate class offerings at the Castro and Park Presidio sites to other appropriate centers. At least one, and possibly two more, sites will be identified by October 25. The remaining Centers will be assessed by January 2013.