

Reaffirming our Core Values

Hello, it's so good to see all of you gathered here today and excited to start the new semester. Thank you Clara for your great work, and organizing this Flex day with your staff. It's a good day, the weather is great, and the people are wonderful. I'm accused of being an optimist, so you'll hear more optimism from me than others.

I hope you all had a chance during the break to spend time doing whatever it is you love. I personally caught up on some reading during the break. I read about Steve Jobs and also spent time looking at some sports. Sports, it's a mindless way to relax, get transported, and fantasize when you were young and athletic. And we've been really lucky lately—in 2010 we had the Giants, and this year the Niners are looking better. I can only hope they fare as well as our own RAMS team—what a close game that was. It was the most terrific football game ever. Like a brilliantly performed chess match. Thanks to our outstanding players and coaching team led by **George Rush, Dan Hayes, and Anthony Feliciano**, the RAMS were not only State Champions but also voted as National Community College Football Champions!

In particular though, I read an excellent collective auto-biography, and I highly recommend it to you. There are over 100 contributors to this success story. It is full of trials, tribulations, and triumphs. It talks about life-changing events. You won't find this in Borders or Barnes & Nobles. But it is online on our own City College website at www.ccsf.edu. Get it, read it, it is amazing.

“2012 City College Institutional Self-Study Report in Support of Reaffirmation of Accreditation”

I'd like to spend time in my remarks today to highlight some of the great stories within this volume and focus on the page turning sections. This Self-Study in Support of Reaffirmation of Accreditation is in essence a very honest and transparent self-assessment of who we are and how we are changing.

The Process of Accreditation

The Self-Study and process of accreditation itself is a process of self-reflection. It is a conscious effort to evaluate our successes and weakness, in the effort to improve ourselves. Every six years the College has the opportunity and the obligation to conduct a self-study and measure ourselves against the four major standards of accreditation. We are then evaluated by a group of peers who makes a recommendation to the Western Association of Schools and Colleges Commission about our accreditation status. They will visit us in March. For our students, accreditation is very important. It is not just about reputation and quality assurance to the public, but is a requirement to disburse any federally funded financial aid and for our students to continue their education at other institutions.

There are great stories which pop out of the self-study and the data presented within it. If you look closely enough, you can see our history and changing picture of our college embedded within the data. A history and changing picture we must respect and respond to. I would like to go over three major pieces of data which may surprise you and you need to be aware of.

1. Despite \$20 million of state cuts to City College, we continue to serve (in terms of units taken/student and FTES) as many students per year as in past years; you may say that there are some fluctuations, for example, one data point is 91,000, another data point 102,000. Couple of things to keep in mind:

- a. Our students are taking more units/per student; about 1 unit more per student than they were in 2008; and when they take more units, statistics show they are more successful;
 - b. Also, we've gone from 37,000 FTES in previous periods to 39,000 FTES currently; in terms of hours of instruction, we've excelled compared to the past
2. Credit enrollment has continued to increase, and noncredit enrollment continues to decline; right now our workforce is set up to deal with a lot of noncredit, and we need to figure out how to work together to modify the College and to adjust accordingly; in fact across ages and ethnicities, students are taking more and more credit and less and less noncredit. We need to deal with that reality.
 3. Another thing I'm very pleased and proud of, that when you look at District employees full-time equivalency (FTE), which includes part-time and full time, we actually have no major drops or decline over the past 6 years. Some of you may say what is the big deal, but we've just gone through the greatest recession in my lifetime, and, there have been no layoffs, no pink slips for City College. We have not contributed to the 44,000 unemployed in the City of San Francisco, and will continue to make sure that we will not let people go, no furloughs, it just won't happen in '11-12.

With these statistics, a healthy picture of the College emerges in spite of the difficulty and stress each of us has felt in the past few years.

The Budget and Placing a Parcel Tax Measure on the November Ballot

What we do know is that we're going to have to plan very carefully, and intensely together, for fiscal year 2012-13. In 2012-13, we will work on a plan that demonstrates our fiduciary responsibility prior to the Accreditation visit. This is one of the two major areas specifically that the accreditation team will look at. First they will carefully be looking at our progress on Student Learning Outcomes. Then they will look at the fiduciary responsibility and sustainability of the College. 2012-13 is critical.

And we're going to need your help. It is imperative that the College pursue with all its might a Parcel Tax Measure in November 2012. I believe a parcel tax measure could pass in San Francisco in November, and the College would earn \$13-14 million per year. And that is exactly what we're going to need to function at the level we have. And we need 2/3 of San Francisco voters to go for it.

Beginning in January and continuing through February, the College will hold extra sessions of the Planning and Budgeting Council and working with the Board Committee will establish a preliminary 2012-13 Budget for the Board by early March. We will have to make some stronger recommendations to be solvent. Overall, it will be a difficult year, requiring all of us to come together and continue to focus on how best to create a successful teaching and learning environment for our students.

One of the things the data will also show you is that we have a more diverse workforce across all employee workgroups. You can see over time that we've become more diverse. This is something the College has worked towards and we can be proud of our progress. But let's get on now to talk more about Student Success.

Student Success

The State has been talking about student success, but we've actually been doing it over many years. We've anticipated the issues, shown how some ideas in that success document are bogus, and demonstrated how others can be very positive. I'm very proud with our equity initiatives, and efforts to reducing the size of the achievement gap. Those things are actually in the data. We find more ethnicities, Latinos and African Americans, participating in the College in our credit programs, in larger numbers.

We wanted to do this in first place because Latinos and African Americans were underperforming in many of our classes. I believe the progress we've made is reflected in the data and can be attributed to the equity work of the College.

For student success, local control is the most imperative issue to maintain on this assault on student success. The reason we're so successful is because we have had local control. If we lose local control, we lose everything. We've been able to tailor our work to meet our community needs. One size does not fit all in California. And it won't fit all, ever. Some of these plans which have been imported have already failed in other areas. That is not to say that there aren't some good ideas embedded in the recommendations. There is also some good which has come through. For example, the changes in priority registration. Priority registration for high school students is the way to go. And there has been no negative impact on others.

Within our equity work and the Bridge to Success program, the data will show you that there is tremendous impact data on persistence, retention, units/student taken, and GPA, which is making a huge impact on student success for our SFUSD high school graduates. What the data tells us here is that we care about our city, and care about K-12 education, and we have been able to make that relationship with SFUSD stronger. We are offering a bright future, and saying to our high school students, that within next ten years, we will double the number of graduates who receive AA and AS degrees, and we are well on our way to doing this.

There is still more student success to report on. If you look at the number of credit students in the data, you'll find 47% of our credit programs (by headcount) are comprised of Career and Technical Education. Students consistently choose City College because they trust and know City College will prepare them for jobs, good jobs. In fact our Diagnostic Medical Imaging (DMI) program is a shining star, and named the top radiologist training program in the country. Thank you to department chair **Kyle Thornton**, program coordinators and faculty, **Dianne Garcia, Debra Stastny, Les Yim, Tom Hall** for preparing our students in their professions.

The Accreditation Self-Study has other important data:

- The number of students taking collegiate level classes has risen 20%;
- More students are coming to City College better prepared for their math classes and testing at higher levels, testament to high schools and what they're doing;
- City College transfer students at 4 year institutions still fare better than their counterparts who entered as freshmen, and maintain high GPAs of 3.02 and better.

We've not addressed all the issues related to the Achievement Gap, but we have done a lot of work. We continue to make significant progress toward reducing the Achievement Gap, particularly in the areas of English and Math course sequencing, priority registration for San Francisco's high school students, increased financial aid disbursements, and streamlined student hiring processes. We are making sure our students can afford their education. By the way, there is more than a 200% increase of students getting financial aid and receiving BOG Waivers. The State is trying to ration BOG Waivers, but that's wrong, and not a trend we want to follow.

You'll also notice an interesting shift in the self-study, when you look at the data trends in age groups served. You will find that in credit programs, we are serving more students now in the 16-29 age group. They are more engaged in the College and participating. I see Sue Homer in the audience and thank her for her steadfastness on the equity issues. Her leadership and strength has served as a backbone for me to get work done. Of course there is data also which shows where we need to improve. Currently, it takes about 8 semesters for a student to get through the educational pipeline. And that is just too long. We need to bring that number to 7 semesters, even 6 semesters.

The overall picture shows that students are trying to be more engaged in credit programs, to be more persistent. In our retention programs and work of the Taskforce on Student Equity, we are seeing the

impact of what we set out to achieve and the data gives us this story of hope and progress. There is a positive picture and when I talk to students they are hopeful. This is directly coming from you; you've given them a reason to continue their education. In fact, when you look at the self-study report, 97% of students rate teachers as excellent or very good. You could have given up or cut corners, but you didn't, and students appreciate that. And you can get a lot of energy from them and their appreciation.

Speaking of hopeful—let's take a look at our facility needs and buildings. We have the Performing Arts Center. When I think of it, I think of Madeline Mueller, who has not ever given up to ensure that the building is built. Bottom line is that we will be breaking ground on the Performing Arts Center in a few months and two years after that, we'll have it constructed. And the department needs will be met.

Also, we are almost complete with the Chinatown/North Beach Campus. The main building will be turned over on the 1st of April, and then the second building after that. We will start classes in Fall 2012 and offer some in the Summer. Thanks to the collective efforts of our friends in the community, and your hard work, our faculty, and classified staff, and students, over \$450,000 was raised for the Chinatown/North Beach Campus. Plus an additional \$400,000 was generously donated by Ms. Lillie Wong, the aunt of our Trustee, Lawrence Wong.

We can't stop in terms of facilities, our infrastructure is terrible. Other facility planning items include the possibility of a bond measure in the November election; we need to talk to the board about that. Gough is in a prime location and can be built out more effectively to serve that part of the community. In addition, we are looking at Southeast; it is the only area of the city which continues to grow. There will be more residents in that sector over next 5 years. We definitely need a local presence greater than our current facility; it is just not enough. We can consider building a new building or adding to the Evans Campus.

In the past, City College was Ocean-centric. When I first started working here, I rarely even left the Ocean Campus. But times have changed and we need to change to meet the community's needs. When we opened Mission Campus, one thing we did was to add in a lot of credit classes. And now you can see the synergy between credit and noncredit at Mission. It is no longer exclusively a noncredit campus. Every campus has to offer credit and noncredit in the right combinations. Our surrounding communities demand this and we need to start tomorrow. At Civic Center and Chinatown/North Beach, we'll be putting in credit. Students will know that they can get what they need from us, for example from ESL to their other general credit classes.

Conclusion

Overall we want to be positive about our achievements. I am very optimistic and believe by reading the stories and data, that the accrediting team will see that. However we need to ensure that we are financially stable; and we need to do things that financially stable institutions do. We can do it with creativity. I've talked about this notion, that for the 2012-13 year, we need to have the strongest budget possible. The budget is a guide to what we're going to do, it incorporates our values, and enables us to accent and emphasize certain needs. The budget needs to be evidence based, and you can look to the accreditation report. Even though we have avoided falling off the cliff, the cliff is still there. We need to talk to each other, respect each other, love each other; this is our life here. We'll get a budget that will work for us and ensure that what you stand for, success and access, will be incorporated.

I thank everyone for your hard work, it's noble, brave, daring, and high spirited; your passion and courage has served our students, and it's an inspiration. We will continue to be a great institution, and it will be great because of you. Just as the Giants were champions in 2010, and the Rams in 2011, we will be the champions in 2012!

Thank you.