

NEW CHALLENGES, NEW OPPORTUNITIES
THE 21ST CENTURY AT CITY COLLEGE OF SAN FRANCISCO



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INTRODUCTION

As we enter the next century, City College of San Francisco is faced with a number of important challenges. The institution, long the largest provider of post-secondary education in the City, is anticipating larger enrollments, more diversified student goals, increasing workforce demands, and limited funding. In order to best prepare for these challenges, the College is seeking community input to help guide our planning process.

Several questions are of vital interest to the College as we enter the 21st century:

- **How can the College best prepare our students and help them acquire the knowledge and skills necessary to compete in the workplace of the future?**
- **What roles might the College undertake to best serve the San Francisco community?**
- **How can the College best maintain the “open door” and expand access for those requiring our services?**
- **How can City College best address the need for innovative programs while maintaining traditional ones during a time of limited financial resources?**
- **What are the key issues the College should address in the future to best serve the community?**

ABOUT THE COLLEGE

Established in 1935, City College of San Francisco has grown to become the largest multi-campus single community college in the nation, educating over 100,000 students annually. CCSF is a neighborhood-based college characterized by its diversity. The district has 9 campuses and more than 100 instructional sites throughout the City serving such diverse populations as Asian and Latino immigrants, downtown office workers, economically disadvantaged citizens, and San Francisco's large Gay and Lesbian population. CCSF currently has programs in both credit and non-credit instruction addressing a variety of needs including:

- associate degrees, credentials and certificates,
- language and citizenship skills,
- vocational and technical education,
- transfer to baccalaureate colleges,
- economic and community development,
- business and computer training, and
- adult education and GED preparation and examination.

Student Population

CCSF educates more total students each term than all other post-secondary institutions in the City combined. The 100,544 enrolled students at CCSF compares to 26,826 students attending San Francisco State University, 7,803 students at the University of San Francisco, 6,049 students at Golden Gate University, and 3,720 students attending the University of California San Francisco campus.

These students are near equally divided in credit and non-credit programs. Women outnumber men at CCSF. Fifty-five percent of credit students and 60% of non-credit students are women.

City College of San Francisco serves one of the most diverse student populations in the nation. A full 67% of credit students and 73% of non-credit students are members of ethnic minorities. More specifically, of credit students, 34% are Asian and Pacific Islander, 15% are Latino, 8% are African American, 8% are Filipino, and 1% are Native American. In non-credit programs, 41% are Asian and Pacific Islander, 23% are Latino, 6% are African American, 2% are Filipino, and less than 1% are Native American. CCSF serves a higher proportion of minority students than exists in the general San Francisco population, as well as a large segment of the gay and lesbian community.

Many students at CCSF are older than traditional college students, averaging 27 years. Sixty-two percent of credit students and 86% of non-credit students, or more than 46,000 total students each fall, are age 25 or older. Of these, 2,800 credit and 10,850 non-credit students are age 50 or older. This age diversity is reflected in the wide range of courses and programs offered at CCSF campuses, many aimed at older adults.

CCSF's annual enrollment base also includes:

- 28,000 vocational students,
- 35,000 ESL students,
- over 1,300 international students,
- 2,100 economically disadvantaged students through the Extended Opportunity Program and Services (EOPS) program,
- some 2,000 disabled students, and
- more than 8,500 students receiving financial aid grants annually.

Services and Programs

A broad range of academic programs and student services are targeted at helping students succeed. CCSF has more than 100 programs providing instruction in:

- liberal arts and sciences,
- engineering and technology,
- English as a second language,
- fine arts,
- foreign languages,
- interdisciplinary programs,
- basic skills and remedial education,
- studies of special populations, such as Philippine studies and Gay, Lesbian, and Bisexual studies, and
- technological and vocational fields such as health and biotechnology, auto and aircraft technology, business services, graphic communications and multimedia.

Additionally, City College offers support services for:

- career planning and job placement,
- academic and personal counseling,
- disabled students,
- economically disadvantaged students, and
- international education.

The College provides technical training for business and industry through both the contract education program, educating more than 700 students annually, and the continuing education program, which served nearly 5,080 students last year. Additionally, CCSF provides job training to San Francisco residents through the "CalWORKs" program and various workforce and economic development initiatives.

The key mission at City College is the success of our students. Annually CCSF:

- awards over 1,000 associates degrees,
- awards more than 700 vocational and technical certificates,
- prepares students to pass health sciences licensure exams at well above national rates,
- transfers over 260 students to UC and more than 1,300 students to CSU, and
- assists over 650 students in receiving high school equivalency (GED) certificates.

Resources

In the 2000/2001 fiscal year, CCSF had \$175 million in revenues and a positive ending balance. Of expenditures, 85% was spent on personnel salaries and benefits and 11% went to supplies and operating expenses, leaving little flexibility, only 4% available to support capital outlay, innovation, and new program development.

As part of the educational mission of community colleges established in California's Master Plan for Higher Education, CCSF is dedicated to providing affordable educational access to all area residents. The College currently charges \$11 per credit unit for instruction, with an annual cost to students of around \$300 for books and other materials. While these low fees make CCSF one of the most affordable post-secondary educational institutions in the country, they also require the College to look elsewhere for revenues.

In the fall term of 2000, City College employed 1,932 faculty, 941 staff, and 43 administrators. City College has nine campuses and over 100 sites throughout San Francisco. In 1996, the College opened the Louise and Claude Rosenberg, Jr. Library and Learning Resource Center on the Phelan Campus, the largest library at any community college in California. This library houses more than 144,000 volumes and is home to language labs and computer resources.

THE CHANGING CONTEXT

The new millennium heralds a number of important changes in the environment in which CCSF operates. The current decade will see drastic changes in the City's population, college enrollment patterns, and the structure of the local economy and job market as well as new educational methods, public policies and technological advancements. In order to continue as an effective institution within this context, City College will need to grow and adapt to meet the challenges of the next century.

Demographic Trends

The demographic profile of San Francisco is changing. Although the Bay Area will add 1.4 million new residents by 2020, San Francisco County is expected to lose as many as 21,700 residents during that same period of time. The student enrollment at City College will continue to be diverse, with immigrants from Mexico, Central America and Asia making up large sectors of the student population. Many immigrants and new residents will turn to City College to meet their educational needs. The College will have to address access issues for these new potential students.

Census 2000 reveals two age-related demographic trends for San Francisco. The median age of the total population is increasing and by 2010 is expected to reach 45 years. San Francisco has the smallest proportion of children under-18 of any major city in the country. The percentage of those younger than 18 fell from 16% in 1990 to 14.5% in 2000. Consequently, City College can expect to have a significant enrollment increase among the non-traditional age groups within the population.

San Francisco residents can expect to earn an average of 56% more than others workers in California and 63% more than the national average wage. Unfortunately, not all of San Francisco's residents will be so prosperous. In 2000, San Francisco had 71,949 residents living in poverty and with rising unemployment, that number has grown with the recent downturn in the economy to 1 in 5 residents living in poverty in 2002. As of December 2001, San Francisco's unemployment rate soared to 5.9%, well above the national average. Clearly one mission of City College will be to provide educational access and career development for these residents.

Educational Trends

Enrollments at City College will reflect California's demographic trends. As many as 75% of San Francisco high school graduates currently go on to higher education, and as employers demand more skilled labor, college going rates will likely increase, resulting in larger enrollments for CCSF. More than 88% of enrolled K-12 students are members of ethnic minorities, and that percentage may increase slightly in the next few years. Significantly, over the last five years, greater numbers of recent high school graduates are being admitted through City College's open-door admissions program without the requisite skills to be successful in entry-level college work. This has required that the College offer more courses in the areas of basic skills and remediation so that students can become more "college ready" and have a better chance of being successful. City College can expect between 1% and 2% increases in the proportion of Asian and Latino students over the next 5 years, as well as increases in the percentage of women attending the College.

City College of San Francisco is faced with an increasing number of educational competitors. These include other Bay Area colleges, private vocational training institutions, branch campuses of private colleges like the University of Phoenix, businesses with in-house training and education, and the emerging numbers of on-line post-secondary educators. CCSF must define the roles it can best fulfill and leave other roles to institutions that are most able to accomplish them. Rather than seeing other institutions as competitors, CCSF may be able to form partnerships and collaborative agreements with them, thereby benefiting both the institutions and the community.

Workforce and Job Market Trends

Industry throughout the nation is demanding more skilled workers to compete in the global economy. It is estimated that by 2005, California Community Colleges will have to increase the percentage of the community served by 7% just to keep up with workforce demands. It will become increasingly vital to a healthy local, state and national economy to prepare entry-level workers skilled at the community college level. For workers, this means a two-year degree or certificate may be the minimum ticket into high-tech career pathways.

Technical and vocational training at City College will need to reflect emerging employment patterns in the Bay Area. San Francisco's economy in the next decade will be marked by growth in two types of employment—high skilled/high wage technical jobs and low skilled/low wage service jobs, both part of the services sector. Retail salespersons, computer systems analysts, police and sheriff's patrol officers, office clerks and food service workers are occupations with expected job growth through 2004. City College can help provide students with the skills and knowledge needed to enter the workforce in lucrative high-tech and career-oriented employment. Firms in construction, computer programming, temporary employment, and health care will be among the top growing companies in the next several years. The demand for appropriately educated professional-level personnel, particularly in the fields of education, healthcare, and business will require that City College continue to place priority emphasis on its transfer programs as well.

Economic Trends

Much of the growth expected in San Francisco in the next decade will be in the eastern and southeast sections of the City. Specifically, redevelopment projects are under way in the Central Waterfront, Mission Bay, and Bayview/Hunter's Point regions, providing new jobs, new residential development, and new concentrations of city activity. Other businesses expected in these regions include light industrial and high-tech research and development firms and a new UCSF Bioscience campus.

California is now experiencing an economic recession that is hitting the Bay Area region's largest and most dynamic industries--technology, tourism and business--especially hard. Despite the current economic difficulties, the state is expected to have modest economic growth over the coming decade, around 3% annually. This more modest growth is expected to resume by 2003.

Funding Trends

The majority of funds for the operation of CCSF derive from three sources--local property taxes, State general funds, and student enrollment fees. In 2000/2001, CCSF received \$175 million in total revenues. Of this, 57% came from State funds, 31% came from local taxes and other local sources, 8% came from student fees, and the remaining 4% came from the federal government.

Since 1975, the proportional share of state and local revenues to California Community Colleges (CCC's) has decreased by 27%. While all segments of education have lost shares in the state budget, CCC's have experienced the largest proportional decrease in taxpayer support. City College has been fortunate to receive an annual supplement of around \$12 to \$14 million through a .25% share in local sales tax.

In 1988, State Proposition 98 was enacted which sought to guarantee the level of State funding from property taxes to community colleges and primary education, allocating 11% to California Community Colleges and 89% to K-12. So far this level of funding has rarely been achieved. In 1996/97, California Community Colleges received only 10.3% of Proposition 98 funds, a "split" which has been perpetuated through 2001. This problem has been compounded in years of poor economic growth when collected property taxes have fallen short of expected revenues.

As access and enrollments at community colleges are expected to increase, and State revenues become more scarce, City College will feel a financial crunch. California Community Colleges served 57.5 students per 1,000 adults in 1995, 60 per 1,000 adults in 1998, and by 2005 will serve 78 out of every 1,000 adults. (City College's participation rate is 84 per 1,000 adults in our service area).

Some alternative funding sources have been developed, such as the \$3.6 million CCSF was recently awarded by the State Chancellor's Office performance funding program, Partnership for Excellence. Future supplementary State funds may be tied to institutional performance. If City College is to maintain both access and quality service, additional public and private funding sources must be nurtured and obtained.

Another reason to pursue additional funding is to supplement the construction funds recently approved by the voters of the City and County of San Francisco for a total of \$195 million by a margin of 73%, the first of two initiatives to rebuild and expand the College's facilities and infrastructure. Matching funds will be needed to complete a number of key facility projects during the next seven years.

Policy Trends

New local, State, and national public policies will likely affect City College. The following changes in policy have implications that must be considered as the College's future is charted.

- Proposition 209, enacted in 1996, sought to eliminate affirmative action. It remains to be seen what effects this legislation will have on the College's enrollment and staffing, but future steps may be necessary to ensure the diverse access which CCSF currently enjoys.

- Performance-based funding models such as the Partnership for Excellence program of the State Chancellor's Office are increasing as a popular legislative policy initiative among the states as well as accrediting bodies such as the Western Association of Schools and Colleges. City College has already begun establishing college core performance indicators and data monitoring systems to address the new state and federal mandates concerning accountability.
- Federal and State welfare reform has already increased the number of federal aid recipients seeking job training at City College, and this number will no doubt increase dramatically in the next few years as more citizens are forced off welfare roles.
- UC and CSU have begun eliminating many of their remedial education classes. This will increase the number of students taking remedial courses at and attempting to transfer from the state's community colleges.

Technological Trends

Emerging technologies will also effect the way City College delivers education in the next decade. As the number of students with Internet access increases, the web will become a vital component of course information, delivery of materials, and even virtual instruction and classrooms. Technological developments will also affect the types of skills our graduates will need in order to compete in the high-tech job market. CCSF will need to ensure the highest levels of technological access to its students in order to maximize educational efficiency during a period of limited funding and provide students with the job skills they will require and employers will demand in the context of the global economy.

ISSUES FOR CONCERN

It is clear from the foregoing analysis that City College will face a number of important challenges in the early years of the next decade. It is also clear that in order to face these challenges, the institution will have to adapt and transform into a 21st century educational institution. The discussion then must concentrate on what the College might do to prepare for these contingencies:

- **Student Success**—How can CCSF best prepare for, and help students achieve, the changing educational goals of the next century?
- **Access**—How can the College ensure access to all San Franciscans and expand educational opportunities?
- **Programs**—What strategies can City College use to provide diverse programs and educational services within the constraints of a tightened budget?
- **Technology**—What strategies might CCSF employ to embrace new technologies and develop partnerships that will benefit student learning?
- **Facilities**—How can City College use current bond resources as well as other potential funding sources to best improve its educational facilities?
- **Funding**—What sources of revenue might be developed to help City College deal with increasing enrollments and limited State funding?
- **Other Challenges**—What other issues might CCSF face in the coming years, and how might the institution best address them?