Positive Pathways to Accreditation: Sept 17, 2013 FLEX EVENT

FEEDBACK Analysis

September 17, 2013 FLEX DAY was carefully crafted with several goals in mind:

- Generate ideas and solutions from all employees at the college that could productively be channeled to college leaders
- Allow a chance for college community to understand reorganization (lines of report) and see leadership teams
- Direct campus conversations and dialogues beyond individual units or divisions
- Provide an opportunity for everyone at the college to see all the ways they may be a part of accreditation solutions
- Assemble college for robust dialogue on GE assessment outcomes

A college-wide plenary session started the day, followed by ten sessions ordered around accreditation concerns. Participants could attend a session of their choosing but were asked to attend sessions on topics for which they felt undereducated. The day concluded at division/school/unit meetings where attendees provided reports on the sessions they attended. Finally, attendees were asked to share the ideas of the day using an online evaluation tool. These ideas would be directed to the appropriate campus leader(s). The following data come from **477** responses. Evaluators were asked to provide status and identification to promote respectful and useful feedback, allow leaders to follow-up on good ideas and address specific requests, as well as allow organizers to delete multiple responses.

How well do you think we met our overall goal for today's event? (# of responses)
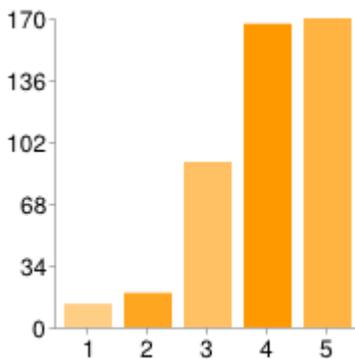
(Y-axis is number of responses; X-axis is agreement rating on a scale from 1 (didn't meet it) to 5 (yes, you met it))

One of our goals was for folks to meet colleagues outside their departments. The average number of new colleagues met was 8! (With a low of 0, to a high of 50!) Frequent comment: "6, all from different depts. Thank you for that. We truly don't have a means for meeting colleagues in other depts. except by chance."

**Overall satisfaction for entire day?**
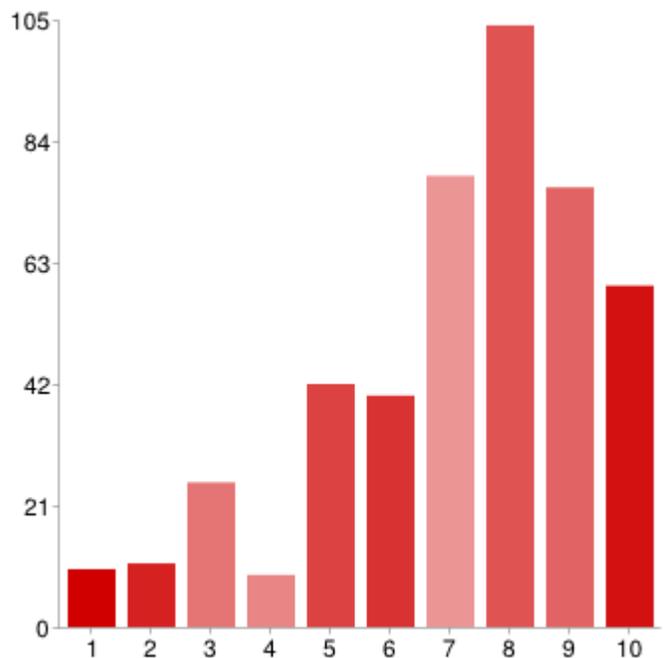
MEDIAN: 8.0 | MEAN: 7.2
(Y-axis is number of responses; X-axis is satisfaction rating on a scale from 1 (no value) to 10 (excellent))

Positive Pathways Identified

Below is a list of frequent positive lessons learned and the most significant "take aways" from the day.

- Progress is being made and changes are happening across the college (26)

- It was good to see leaders/meet new leaders/ put names & faces together (21)

- My understanding of SLOs/the process/the standards/the culture shift has deepened (20)

- Hearing about other departments success/approach to SLOs is beneficial (19)

- Dialogue was useful/promoted connection/ authentic /great (17)

- Program Review and its processes are open, valuable, and integral to college planning (17)

- People all across the campus are working hard (14)

- Hiring/filling vacant positions is a key component of accreditation (13)

- We have a hopeful commitment to same goal (13)

- Knowing Board Priorities helpful/useful/enlightening (12)

- Challenges of upgrading technology better understood/relation to accreditation (11)

- Learned about key policy changes, e.g. repeatability, FW, etc. (10)

- Many people were uninformed about accreditation (9)

- Learned about counseling restructuring (8)

- We still have work to do (8)

- Meeting new people was productive/interesting (7)

- Learned how GE Assessment works (4)

- The appearance of our campus matters (4)

- It's okay to acknowledge we are scared/stressed (4)

- People want/are working hard to make Centers successful (3)

- We need enrollment (3)

- Problems across departments are similar (2)

- Administrative assessment is happening (1)

- We all need to pull together (1)

Opening Session Location (# of responses)
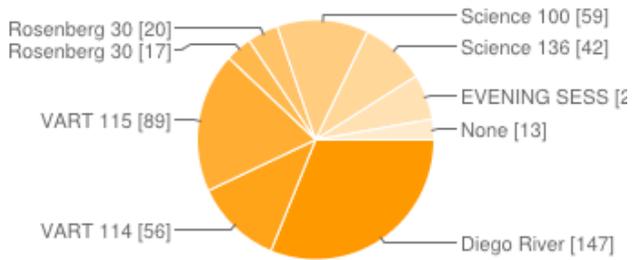
EVENING SESSION: MUB 140
29 responses (out of 83 attendees)

Not all participants expressed satisfaction. The most frequent frustration centered on venue. Attendees felt they could not easily move around to meet and share new ideas. Some in overflow locations reported sound and clarity issues. Some expectations of the event were not aligned with the goals of the day. Finally, some wanted to work in departmental units.

Opening Session Satisfaction
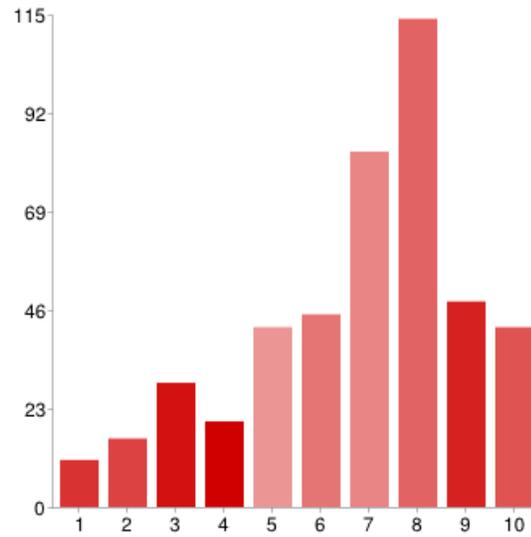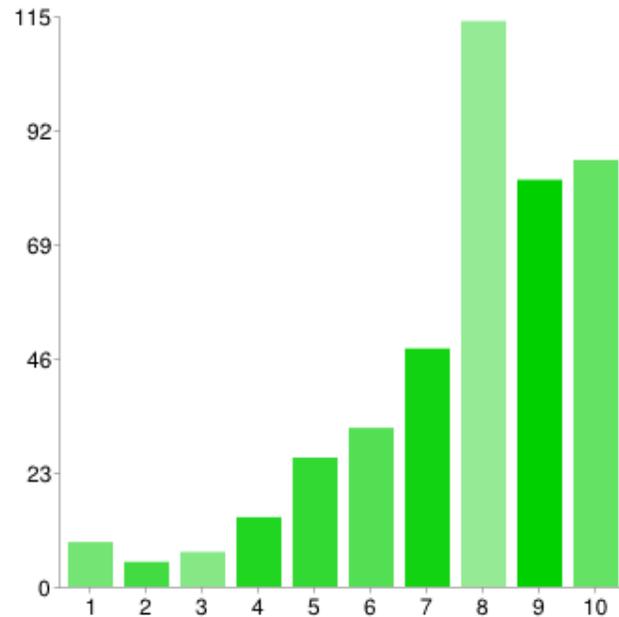

MEDIAN: 7.0 **Y-axis is number of responses;**
MEAN: 6.8   **X-axis is satisfaction rating on a**
scale from 1-10)

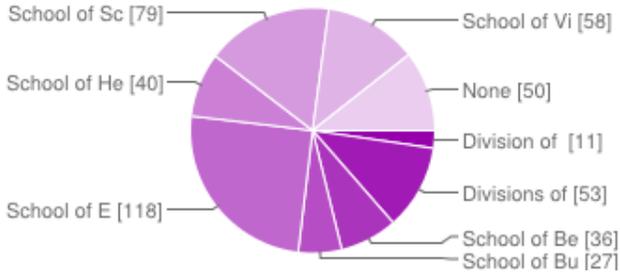**Concurrent Session** (# of responses)
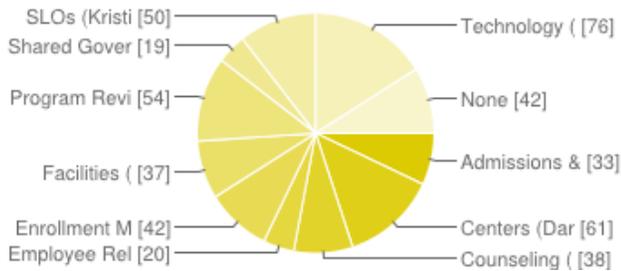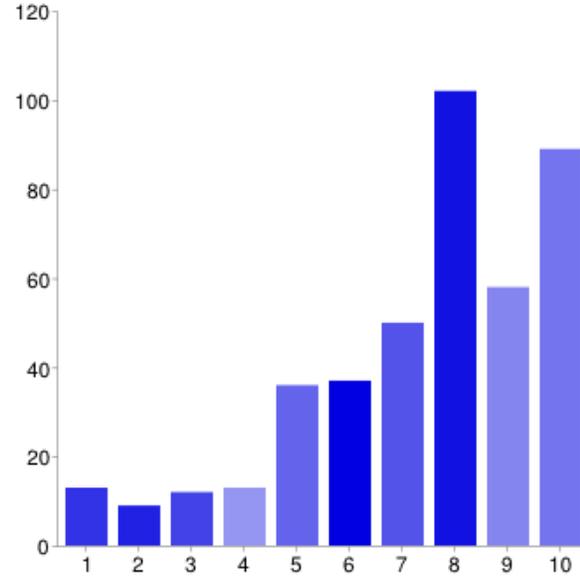

Concurrent Session Overall Satisfaction

MEDIAN: 8.0 | MEAN: 7.7
(Y-axis is number of responses; X-axis is satisfaction rating on a scale from 1 (no value) to 10 (excellent))

School/Division Session (# of responses)

School of Sc [79]
School of Vi [58]
None [50]
Division of [11]
Divisions of [53]
School of He [40]
School of E [118]
School of Be [36]
School of Bu [27]

School/Division Session Satisfaction

MEDIAN: 8.0 | MEAN: 7.4

(Y-axis is number of responses; X-axis is satisfaction rating on a scale from 1 (no value) to 10 (excellent))

	# of attendees	# of evaluation responses by 9/26	Satisfaction ranking (mean)	Satisfaction ranking median)
Opening Session:	Unknown	426	6.7	7
Opening Session: (EVENING ONLY)	83	29	7.6	8.0
Concurrent Session: Program Review	128	55	8.0	8.0
Concurrent Session: Enrollment Management	96	42	6.5	7.0
Concurrent Session: Centers	105	61	8.0	8.0
Concurrent Session: Participatory Governance	29	19	6.9	7.5
Concurrent Session: Facilities	81	37	8.0	8.0
Concurrent Session: SLOs	83	49	7.5	8.0
Concurrent Session: Technology	142	76	6.8	8.0
Concurrent Session: Employee Relations	48	20	7.4	8.0
Concurrent Session: Admissions & Records	65	33	7.3	8.0
Concurrent Session: Counseling	66	38	8.3	9.0
Divisions: Finance & Admin and Student Services	123	53	7.5	8.0
Division: Academic Affairs	14	11	7.7	8.0
School: Business	62	27	4.0	3.0
School: STEM	130	77	7.7	8.0
School: Behavioral Sci	55	36	8.0	8.0
School: Visual Arts	92	58	8.3	8.0
School: Health & PE	79	40	8.8	9.0
Schools: ESL, Intl Ed, English, Foreign Languages	252	118	7.0	7.0

* **Total participants: estimated: 926 |** TOTAL responses: 477 | Faculty – 429 |Classified – 25 | Administrator – 12 | Other – 14 **Total costs for event:**

1	Breakfast	$ 1,675.00	Paid by Professional Development/HR Office
2	1000 Cookies w/ Delivery	$ 900.00	Paid by Professional Development/HR Office
3	2 Sign Language Interpreters @ 2 Hours	$ 208.00	Paid by ADA/Compliance/Title 5 Office
4	1100 copies of the FLEX handout	$ 530.00	Came from the Duplicating Services budget
	GRAND TOTAL	**$ 3,313.00**	

CONCURRENT SESSIONS FEEDBACK

Below is a distillation of the feedback reports from the 10 concurrent sessions. Each evaluator was asked to rate the session on scale of 1-10 (see results above) and offer idea-oriented feedback. The feedback is summarized below including frequency. Some responses noted that a suggestion was born from group discussion so it may be reflective of several people. *Some people did not leave feedback or feedback relevant to the session. **School/Division sessions focused primarily on reporting concurrent session information. That feedback is being sent directly to the school and division leadership.

ADMISSION and RECORDS
Presenters: MaryLou Leyba, Monika Liu, Wilbur Wu, Patricia Gant

Feedback threads

Make changing Web4 PIN easier (4)
Better dissemination of information (changes) to counselors (3)
Make Web4 PIN more secure; not just numeric PIN (3)
Continue to advertise/inform/clarify FW grade (3)
A&R should visit school meetings to orient faculty (1)
Improve website design (1)
Add staff/hours/locations for A&R services (1)
Make Financial Aid workshop required for students (1)
Keep A&R open until 7:30PM (1)
Set up automatic reminders to students for deadlines (1)
Connect all error messages to possible solutions (1)
Add partnership/cross training between A&R and Financial Aid (1)
Include refund policy on fee receipt (1)

CENTERS SESSION
Presenters: Darlene Spoor, Terrance Hall

Feedback Threads

Improve marketing of the centers (11)
Provide courses for an entire degree or certificate pathways at centers or between nearby centers (6)
Increase access for student service/placement testing at centers (6)
Add more credit classes or integrate credit with non-credit (5)
Provide center orientations for students, perhaps online (4)
Give centers their own educational and/or community identity (4)
Conduct community polls (4)

Provide online registration for noncredit students at centers (3)
Improve success measure of noncredit students (2)
Improve safety at centers (1)
Add shuttle services to centers (1)
Increase childcare at centers (1)
Add more compressed classes at centers (1)
Take learning community programs to centers (1)
Cross train counselors and financial aid at centers (1)

COUNSELING
Presenter: Carl Jew

Feedback Threads

Provide a single unified location for all counseling (11)
Create a departmental liaison between instructional faculty & counseling (10)
Design a better counseling website (4)
Create a library/counseling partnership (3)
Ensure student access to Ed Plan (2)
Increase use of digital add codes (2)
Provide counselors with add codes for low-enrollment classes (2)
Provide more professional development for instructional faculty on counseling (2)
Increase cross training opportunities between counseling faculty and instructional faculty (1)
Have counselors visit classroom (1)
Change name to "Academic Counseling" so not confused with Psychological services. (1)

EMPLOYEE RELATIONS
Presenter: Mickey Branca

Feedback Threads

Fully utilize "true need" calculations (8)
Improve link between employees and budget (3)
Classify employees more accurately (2)
Provide more training (1)
Hire temporary workers for understaffed areas (1)

Give staff incentives for extra work (1)
Encumber department budgets (1)
Link staffing more clearly to program review (1)

ENROLLMENT MANAGEMENT
Presenter: Tom Boegel

Feedback Threads

Make enrollment numbers visible to students (9)
Fix BANNER,/registration system and test run before going live (8)
Make it easier for student to enroll in just one course (streamlined registration) (5)
Use student ambassadors to help peers navigate enrollment (4)
Better include/involve dept. chairs/coordinators in enrollment management process (5)
Fix search engine tool on entire CCSF website (4)
Increase publicity (3)
Make wait lists shorter so no false hope is given, student will move to other sections (2)
Standardize late start times (1)
Make spring and summer registration happen at same time (1)
Don't cancel classes in 1st week (so we can include "walk ons") (1)
Provide an easy conduit of information between instructional faculty and counseling faculty (1)
Provide clear information on repeatability to students (1)
Improve communication between admissions and counseling (1)
Advocate apportionment be tied to cost of living (1)

FACILITIES
Presenter: Peter Goldstein

Feedback Threads

Hire more custodians/electricians/plumbers (9)
Use program review for facility needs (4)
Track progress on new online reporting system for work orders (3)
Prioritize heating/ventilation problems (3)
Place custodial supervision phone numbers on web/ promote accountability (3)
Upgrade aging facilities before new construction (3)
Prioritize classroom technology before office technology upgrades (3)

Fix clocks (2)
Identify grant sources (1)
Ensure no delivery trucks during peak instruction times (1)
Build the PAC (1)
Everyone should pick up trash when they see it (1)

PROGRAM REVIEW
Presenter: Pam Mery and Simon Hanson

Feedback Threads

Provide Program Review training during FLEX DAY (8)
Outline best practices for including more faculty and staff in Program Review process (7)
Include staffing/facilities needs in Program Review (4)
Clarify who has to do Program Review (3)
Continue to enforce data-driven budgeting decisions (3)
Increase involvement of Deans in Program Review (2)
Make Program Review consultants available (1)
Provide summaries of multiple college plans (Cliff Notes) (1)
Fund fewer administrative projects (1)
Increase technology as priority (1)
Make college organizational schema public (1)
Provide a glossary of Program Review terms (1)
Create an appeals process (1)
Enter data in a shared database (1)
Stress that you need to reach CQI (1)
Use a grant template for writing Program Review (1)

PARTICIPATORY GOVERNANCE
Presenters: Kathleen White, Andre Barnes, Fred Teti

Feedback Threads

Have someone other than Chancellor chair the Participatory Governance Council (10)
Increase support for chairs (3)
Increase outreach to faculty (3)
Earn trust through transparency (2)

Return to Shared Governance (2)
Block time when no classes are held across campuses and centers to encourage participation (1)
Improve new hire orientation (1)
Use employee surveys more (1)

Student Learning Outcomes
Presenters: Katryn Wiese and Kristina Whalen

Feedback Threads

Hire FT SLO Coordinator (6)
Streamline reporting form (5)
Understand CQI as powerful pedagogical intervention (4)
Clear up confusion about assessment scheduling (3)
Provide best practices for departmental collaboration (2)
Increase assessment templates available on website (1)
Get encouragement from our top leaders (1)
Encourage dept chairs to lead uniformity of assessment (1)
Provide more training on SLOs (1)
Simplify the proliferation of emails (1)
Increase awareness of ILOs when creating PSLOs/SLOs (1)
Provide extra pay for assessment work (1)

TECHNOLOGY
Presenters: Tim Ryan, Doug Re, Robert Lam

Feedback Threads

Ensure WiFi in all classroom (16)
Ensure projectors in classrooms (9)
Provide more IT workshops/FLEX workshops (6)
Have shared desktop workstations for faculty (5)
Share projectors by school/division (5)
Increase IT staffing (5)
Prioritize tech upgrades in classrooms over offices (4)
Provide IT support for evening instructors (3)

Give designated faculty limited administrative permission to do routine upgrades (3)
Improve website search function (2)
Have a faculty "opt-out" for those that do need/want new office computers (2)
Focus on Wifi reliability over coverage (1)
Provide IT support at centers (1)
Create an online method for faculty and staff to reset passwords (1)
Allow TechSpot to help with tech services (1)
Seek technology donations (1)
Allow access to virtual software (1)
Provide all forms online (1)
Set a minimum technology requirement for all faculty and staff to ensure equity (1)
Provide weekly IT visits to departments (1)
Streamline Insight training (1)
Complete technology analysis by Building not department (1)
Give status reports on tech roll out (1)

GE AREA C DISCUSSION

Flex Day attendees were shown data from GE Area C Natural Science assessments. Each person was asked about ways they could support the proficiency of students in this academic area. Below is a mixture of self-reflection, policy and service suggestions, and suggestions to science faculty.

Student need to engage in stronger self-assessment/learn basic study skills (28)
College needs to restore student services/counseling/tutoring/etc. (25)
Academic faculty could make stronger ties to science in other courses (25)
Academic faculty could embed more critical thinking in non-science courses (15)
Departments could collaborate and align math and language curriculum so they support one another (15)
College should require ESL competency before admitted to science courses (12)
Support better facilities and labs (10)
Encourage science faculty to ground instruction in interactive/concrete/thematic examples (10)
Promote learning communities/cohort groups in sciences (6)
Make critical thinking class a prerequisite to science (4)

Have students complete math course before science (4)
Redesign curriculum so not dependent on outside time/respond to student lack of time (3)
Assess learning styles/appeal to more learning styles (3)
Incorporate more outside technologies to aid instruction (3)
Science faculty should advertise success rate (lack of) and advertise rigor (3)
Embolden early alert practices for struggling students (3)

The negative

The previously summarized comments are focused, for the most part, on the constructive comments made in the evaluation responses, which themselves represent over 90% of the evaluation responses. However, there were a number of negative comments. Major themes included:
- Disappointment in the decision to stop building the Performing Arts Center (PAC)
- Disappointment in having a college-wide mandatory FLEX event at all (at the cost of a day with students in the classroom)
- Disappointment in the vacancies still existing in the leadership team of administrators
- Disappointment in the limited participation in the day's events by the upper-level leadership
- Disappointment in the limited participation by more Finance & Administration employees
- Disappointment in how much work is still left to do. (Interestingly, though the majority of responses indicate folks left more positive and hopeful about our chances to retain accreditation, there were also those who left more discouraged.)
- There were some folks who were unable to find any value in the day's events. (These folks also indicated meeting no one new and learning no new ideas.)

Recommendations

With over 477 evaluations and their associated comments to review, it is impossible to ensure we have covered in this summary review everything. Here are our recommendations for continued sharing:
- All Faculty and staff: please recognize that at any time you can send your ideas and suggestions to your administrative leaders.
- The Special Trustee, Robert Agrella, has requested that people email him directly with their public comment and concerns (as he is the acting Board of Trustees). He has also indicated his desire to plan future open forum events that he will lead.

Based on our review of all the comments from the day, here are the top recommendations for future college-wide FLEX events:
- Continue to have activities where the larger college community comes together with a shared purpose (at least as part of the other activities happening on the day).
- Keep the dialogue. Hands down, meeting new colleagues and learning more about the great things happening across the college was the part most noted in the evaluation responses as being of value.
- Increase the opportunities for sharing between departments of the variety of creative solutions and approaches being used to achieve the same goals.
- Ensure events include sessions devoted to skills acquisition and practical training on required tasks.

- Find more opportunities for Division and Schools to meet again in the future, both inside and outside FLEX events.
- Continue to find ways to mix up the audience at sessions to include employees from all the divisions, so that folks can learn more about how ongoing procedures and challenges appear from different sides of the hallway.
- Increase participation in these events by all divisions and units, especially classified staff in all areas, led by the Vice Chancellors of each Division and the Chancellor.

Last Words

The spirit of the feedback provided may be lost when distilled to a single sentence. Below captures the more precise wording and tone of many respondents.

Which were the most interesting new things you learned today about ongoing accreditation efforts? Below you'll find a small sampling of the most commonly submitted responses directed towards achieving accreditation and meeting our college Mission.

New administrators and leadership:
- Being introduced to the various new vice chancellors and their teams and their ongoing efforts. Matched faces to the names and their responsibilities.
- Renewed efforts of replacing missing staff positions that are important to the positive functioning of our school, such as in Payroll (most heartening).
- We have a VC in charge of Centers. I teach in one, and didn't know that. It was good to see her in action.
- The genuine excitement and commitment of the leaders of this effort.
- We have at least 10 candidates for Chancellor, which I think is fantastic given the media coverage of our plight. This chancellor selection means everything to us.
- I was a bit concerned at the vacant positions....
- This was the first time I actually saw how CCSF was organized and became aware of how hard other people work and how smart they are.

Board Priorities
- Hearing Dr. Agrella explain the Board Priorities (largely centered around accreditation, understandably!) was very helpful and gave me a better sense of where our college is, and where it is going.

Program Review
- I need to read the Program Review.
- That the program reviews for all department who have done them are available on the CCSF website.
- How much program review is impacting the college, how important it is, and how few of us have experience/input/knowledge about it.
- A great effort is being made to increase transparency and relevancy in how things are done through the program review processes and the fact that it is informed by institutional priorities and informs funding.
- I have an increased understanding (albeit modest increase) of the complex interrelationships between program review, student learning outcomes, AUOs, MLOs, and it's implications on accreditation.

SLOs
- That SLOs do NOT need to be re-evaluated each semester. This is a big relief.
- How well organized SLO efforts are in Couseling Department
- That most faculty are very engaged and active in setting and using SLOs in their classes.
- I liked learning how assessments are done in areas outside the usual. Example in Music and Art.
- How much progress some of the programs in our school have made in terms of SLOs.
- Examples of different approaches to SLOs by departments with very different structures.
- Collaboration on SLOs between depts is interesting and a next step perhaps for us.

- I am amazed by how hard colleagues are working, not only to be excellent teachers but also by sharing with their colleagues ways to measure SLOs. One colleague in noncredit has a spreadsheet that correlates with the Progress Report that noncredit instructors must turn in. I found his information very helpful.
- Noncredit can't be assessed like credit for SLOs because of open enrollment.
- That different departments are in different situations and we have to set up processes to fit their structures of courses and kinds of students.
- Faculty have embraced SLOs for the sake of satisfying the accreditation report but the effort has become sincere and is now a part of the quality improvement that we have at CCSF.
- That we have met the proficiency level for SLOs.
- That many programs were already on board with SLOs because of their own outside regulating organizations.
- I especially liked the Natural Sciences power point, with follow up: faculty reflecting on how we could support one area's goals institution-wide.
- The pyramid for GEOs is very powerful, simple and clear. We discussed it at our department SLO team meeting later that day and know that it makes the GEO goal seem much more achievable and accessible.

Dialogue across departments
- Although the two divisions of Finance and Administration and Student Development may have different work functions, they are united in their work to keep the doors to the college open so we may all be of service to students.
- The value of dialogue across the college was more productive than I had thought. For this Flex Day, I made a point of talking to people outside my department and ended up finding out more about our college because of that effort.
- I learned about the small things that we do everyday in our jobs here at CCSF that contribute to the success of our students, of other teachers and workers, and of our institution. We are all weavers of the same fabric.
- The presentation about how the English Department eliminated English 92 and created an intensive program, which was counter-intuitive, but actually led to more success.
- That the faculty have many ideas for improving things at CCSF, but don't often connect with decision makers, mostly due to the fact that so many faculty are part-timers.
- That some people have no idea about what is going on, because they don't do email.
- There is still a large amount of ignorance and misinformation about noncredit classes
- That we need to do more of robust dialogs college wide, not just to meet our accreditation demands, but a way of everyone knowing what the others are doing, so that we can accomplish goals together, unified and not divided.
- Our department has vastly similar and yet very different problems with many other departments.
- Faculty in other departments are working to make these efforts meaningful in similar or parallel ways to the ways we are doing so our our department. How much we, as instructors, are involved in outcomes across disciplines, and how much disciplines are intertwined. This should not really surprise me, however. As a college student, I remember the thrill I experienced when different courses I was taking concurrently seemed to be closely related and enriched the others across disciplines--sciences, social sciences, and the humanities.

ACCJC Standards
- I have a much clearer idea on what my role and responsibility as a faculty member of City College of San Francisco (CCSF) during this accreditation process and beyond it.
- ACCJC's criteria for accreditation (eligibility requirements + standards) and which ones we don't meet.
- In terms of accreditation, going through the booklet and circling all the areas where we have been found out of compliance - which is nearly all of the standards and a third of the eligibility requirements - was sobering and discouraging.
- The accreditation issues are primarily related to money and administration... and I was astounded that one area noted in the reasons we did not meet standards is "integrity with relations with the ACCJC"... this and this alone can result in not being accredited.

Technology
- ITS plans to get 100% of classrooms WIFI access.
- IT is working hard to bring new equipment and smart classrooms to more areas.
- I can get a banner account -- now I'll be able to look up student info and help fix some problems my students are having.

- How to access the CCSF Online Help Desk website and create a ticket if there is something that needs to be fixed with my computer.
- Koshland donation enhanced wireless access in the science building.
- Over 500 instructors have computers as old and horrible as mine is!

Financial Aid
- The issue with students not returning financial aid after failing or unofficially withdrawing from classes, and how that adds to the debt of the college over the years shed some light on how important it is to carefully maintain our rosters, and drop or withdraw students at the appropriate dates and times.
- I had never heard of the FW grade. Interesting!

Counseling
- The ongoing task of meeting accreditation standards as applied to counseling, and the challenges compounded by state budget and funding realities, and the difficult decisions ahead.
- Counseling Department is now one big department but they are still struggling to better organize the department to better attend students

Facilities
- How deeply the ADA lawsuit cut into our organization and how much in organization, facilities burden and financial undersight we are suffering from same.
- How the money from the bonds may be used for deferred maintenance projects and upgrading classroom technology.
- It was satisfying to see how buildings and grounds is being run.

Miscellaneous
- Library faculty are available to faculty on an individual basis and can help with curriculum needs.
- The success of the high school priority enrollment program was good news in terms of the reversal of high drop-out numbers due to a lack of basic math and English skills.
- An effort to do more positive advertisement for enrollment management.

Progress
- There are so many things happening, and the overall effect of hearing the report back was that we are making changes, big time.
- Most people are working hard to meet the standards in spite of everything.
- CCSF faculty and staff can work together with good leadership.
- I really appreciated the candid conversation portion… even among faculty there are differing opinions.
- A bigger picture of the puzzle and how each dept. and individual faculty and staff fit into this big picture.
- That there is more hope than I expected that ccsf will retain accreditation.
- I learn that we have a lot of work to do.
- The most interesting thing was that the entire institution could come together as one body - just the fact it could actually happen was amazing.
- It was eye-opening and a privilege to see how humans struggle with the true meaning of "democracy." I hope we can keep up the positive energy and move into a more meaningful "democracy" where people use their voices to bring about positive and meaningful change.
- CCSF faculty and staff are amazing and resilient and united in providing the best education possible to our students.