

CITY COLLEGE OF SAN FRANCISCO

EDUCATION STRATEGIC PLAN

Project Update — September 2026

City College of San Francisco (CCSF) is developing its next **Education Strategic Plan (ESP)**, which will establish long-term educational priorities for the College and provide a foundation for future facilities planning.

The planning process is being led by the College's **ESP Workgroup**, with research, analysis, facilitation, and technical support from **The Research and Planning Group for California Community Colleges (RP Group)**. The process brings together institutional and external data, existing College plans and priorities, and perspectives from students, faculty, classified professionals, administrators, and community partners.

The ESP Workgroup held its first Fall 2026 meeting on August 31. Members reviewed the Workgroup charge, Participatory Governance Community Standards, project workplan, and the College's current Education Master Plan, which has been extended through 2027.

Meeting materials, project documents, engagement opportunities, and other information are available on the **ESP project website** at ccsf.edu/esp.

Project Status

Development of the ESP is organized into five overlapping phases:

1. **Project Initiation and Design** — Establish the project framework, workplan, communication and engagement processes, and project management protocols.
2. **External Data Collection and Analysis** — Examine demographic, economic, workforce, educational, and other external trends that may affect the College's future.
3. **Internal Data Review and Planning Analysis** — Review institutional data and existing College plans to identify important themes, strengths, opportunities, and planning implications.
4. **Stakeholder Engagement** — Gather perspectives from internal and external stakeholders using a SOAR framework: Strengths, Opportunities, Aspirations, and Results.
5. **Synthesis and Recommendations** — Integrate research, institutional evidence, and stakeholder perspectives into findings and recommendations that will inform development of the ESP.

Current status: Phase 1 is complete, and Phases 2–4 are underway. Phase 5 is scheduled to begin in January/February 2027. Final findings and recommendations are anticipated in May 2027.

What's Underway

During the Fall semester, the project will focus on three major areas: external research, internal analysis, and stakeholder engagement.

The RP Group, working with CCSF, is developing an **External Environmental Scan** examining demographic trends, labor market and workforce demand, postsecondary participation and attainment, transfer and employment pathways, and other factors relevant to the College's future.

The project team is also conducting a comprehensive review of **institutional data and existing College plans** to identify recurring themes, areas of alignment, potential gaps, and implications for future educational and facilities planning.

Findings from these activities will be brought to the ESP Workgroup for discussion and sensemaking as the work progresses.

Stakeholder Engagement

Listening sessions and other engagement activities will provide opportunities for **students, faculty, classified professionals, administrators, and community partners** to contribute perspectives to the planning process.

Engagement will use a **SOAR framework—Strengths, Opportunities, Aspirations, and Results—**to explore:

- What CCSF does well;
- Opportunities the College should consider for the future;
- Aspirations for what CCSF can become; and
- Results that would demonstrate future success.

Three open forum listening sessions will be available to the College community and interested community members: two virtual sessions and one in-person session (see ccsf.edu/esp for more information). Listening sessions are also being held at the Centers, and additional listening sessions will be conducted with specific internal and external stakeholder groups.

Input gathered through these activities will be considered alongside institutional data, external research, and existing College plans as the ESP Workgroup develops strategic priorities and planning recommendations.

Stakeholder engagement is intended to inform the planning process and broaden institutional understanding; it is not a process for reviewing or approving draft planning documents.

Stay Informed and Share Your Perspective

The **ESP project website** at ccsf.edu/esp is the primary source for project information, including:

- Project timeline and Workgroup information;
- Meeting agendas, minutes, presentations, and reports;
- Listening sessions and other engagement opportunities;
- Project documents and updates; and
- Opportunities to provide input.

Members of the College and broader community may also submit perspectives through the project's online input process which can be found on the ESP project website, at ccsf.edu/esp. Input will be reviewed and synthesized with other stakeholder feedback, institutional evidence, and external research as the planning process moves forward.

Visit ccsf.edu/esp for project updates, meeting materials, listening session information, and opportunities to participate.