OVERVIEW
As one component of a comprehensive, inclusive process undertaken in the search for a chancellor for the 2021-22 academic year, the Governing Board of the San Francisco Community College District distributed a Campus Survey to solicit feedback from the college community. The results of this survey will be used to inform the final Position Profile/Announcement and guide the interview and selection process, in addition to the Chancellor’s Job Description and Board Goals.

The survey centered on the top priorities on which a chancellor should focus in the next year. Survey participants were presented with 10 institutional issues established by the Governing Board during their January 14, 2021 Board Retreat. Participants were invited to rank these in priority order and to provide open-ended responses, should their top priorities not be listed. Spanish and Chinese language versions of the survey were available.

PARTICIPANTS
From January 18 to 26, over 2300 employees and 19,000 students were sent email invitations to participate, and a total of 1,379 completed the online survey, an overall response rate of about 6.5% (approximately 5% of students, 16% of employees). Respondents self-identified as a member of one of five stakeholder groups: students, classified staff, full-time faculty, part-time faculty, or administrators. A summary of respondents by classification is presented on page 2.

FINDINGS
The responses were analyzed by constituent groups and by which priorities were ranked highest across all groups. The top rankings across all groups coalesced around the following 6 priorities, suggesting significant consensus from the campus community.

Top PRIORITIES on which a Chancellor should focus in the next year:
1. Sustain credit and noncredit learning opportunities that meet the needs of students and employees.
3. Continue to develop and implement the budget plan to stop deficit spending, balance the budget, shore up the reserves.
4. Lead college efforts to examine and redesign its programs, policies, and practices to advance City College’s commitment to social justice and statewide diversity, equity, and inclusion initiatives.
5. Cultivate nontraditional funding partners and successfully fundraise to sustain critical programs.
6. Bring the college community together; improve collegewide morale by promoting mutual respect.

Some variance was found in responses from classified staff and administrators, who prioritized “Lead development and execution of an enrollment management plan consistent with the multi-year budget and enrollment plan” in their top three areas of focus, but which ranked 8th overall. The chart on page 3 displays rankings for all 10 priorities.

In addition, 149 respondents responded with open-ended comments to the prompt: “If your top priority is not listed above, please add it below.” Nevertheless, thematic analysis of the comments found that most addressed the 10 priorities but clarified the respondent’s areas of interest or called for specific actions to advance the priority. For example, priorities regarding budget and enrollment management generated an array of recommendations. Respondents had divergent perspectives on such topics as the value of online vs. face-to-face courses, job-training vs. lifelong learning, and reopening classes vs. remaining in remote operations. Several called for a new chancellor to “stop cutting classes” and “fix the enrollment/registration system.” A few complained about the ranking exercise and argued all were equal priorities.

Among comments unrelated to the 10 listed priorities, most were found to reflect several qualities and expectations outlined in the Chancellor’s Job Description related to overseeing and evaluating the work of all district departments, exhibiting ethical principles, and understanding and respecting the culture of the college and community, as well as the comprehensive community college mission.

A synopsis of themes and subthemes identified in the open-ended responses is on pages 3-4.
Dear City College Colleagues,
You are invited to participate in the development of the profile and search process for our Chancellor. Please take a few minutes to respond to the queries below. This survey should take no more than 15 minutes of your time. The deadline for completing the survey is MONDAY, January 25th at 5:00pm*. Thank you in advance for your participation in this important process.

1. What is your classification?

<table>
<thead>
<tr>
<th>Classification</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student</td>
<td>72%</td>
<td>997</td>
</tr>
<tr>
<td>Classified Staff</td>
<td>8%</td>
<td>111</td>
</tr>
<tr>
<td>Full-Time Faculty</td>
<td>13%</td>
<td>180</td>
</tr>
<tr>
<td>Part-Time Faculty</td>
<td>5%</td>
<td>65</td>
</tr>
<tr>
<td>Administrator</td>
<td>2%</td>
<td>26</td>
</tr>
<tr>
<td><strong>Total Employees</strong></td>
<td><strong>1,379</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Note: The survey deadline was extended to Tuesday, January 26, 5 p.m.
2. From the list below, choose three (3) issues in rank order that you consider to be the top priorities on which a Chancellor should focus in the next year?

<table>
<thead>
<tr>
<th>Priority</th>
<th>Overall Ranking</th>
<th>Student</th>
<th>Classified Staff</th>
<th>Full-Time Faculty</th>
<th>Part-Time Faculty</th>
<th>Administrator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustain credit and noncredit learning opportunities that meet the needs of students and employees.</td>
<td>1</td>
<td>2</td>
<td>7</td>
<td>2</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Manage COVID-19 impact on the college.</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Continue to develop and implement the budget plan to stop deficit spending, balance the budget, shore up the reserves.</td>
<td>3</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Lead college efforts to examine and redesign its programs, policies, and practices to advance City College's commitment to social justice and statewide diversity, equity, and inclusion initiatives.</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Cultivate nontraditional funding partners and successfully fundraise to sustain critical programs.</td>
<td>5</td>
<td>5</td>
<td>9</td>
<td>3</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Bring the college community together; improve collegewide morale by promoting mutual respect.</td>
<td>6</td>
<td>7</td>
<td>6</td>
<td>4</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Prepare for upcoming accreditation activity, including the upcoming self-evaluation.</td>
<td>7</td>
<td>6</td>
<td>5</td>
<td>6</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>Lead development and execution of an enrollment management plan consistent with the multi-year budget and enrollment plan.</td>
<td>8</td>
<td>8</td>
<td>3</td>
<td>7</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Sustain the momentum of effective initiatives and projects underway across the institution and identify opportunities for collaboration and elimination of redundancies.</td>
<td>9</td>
<td>9</td>
<td>8</td>
<td>10</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Work diligently to keep bond projects on time, on scope and on budget, and keep the public informed on the progress of bond projects.</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>9</td>
<td>8</td>
<td>6</td>
</tr>
</tbody>
</table>

Number of Responses

|                         | 1,379 | 997 | 111  | 180   | 65   | 26   |
Themes and Subthemes in Open-Ended Survey Responses

3. If your top priority is not listed above, please add it below.

149 survey participants submitted open-ended responses: Students (85), Classified Staff (11), Full-time Faculty (38), Part-Time Faculty (11), and Administrators (4). Most related to the 10 priorities listed on the survey, offering specific calls to action or strategies to address the priorities. Here are synopses (in standard text) and quotations that reflect common responses (in italics) related to each priority:

1. Manage COVID-19 impact on the college.
   No in-person classes until everyone is vaccinated. Accelerating reopening. Continue offering ALL classes and services remotely post pandemic. Meet the needs of our diverse students and communities in crisis.

2. Sustain credit and noncredit learning opportunities that meet the needs of students and employees. *
   Stop cutting classes. Protect specific courses, programs, esp. lifelong learning, ESL, the arts.
   Be a champion of a well-balanced school that sustains classes in the arts, crafts, and industry, in addition to traditional academics and technical class offerings. Broaden offerings. Evaluate programs for quality and reduce redundancy. More trades/workforce preparation. More online options. Understand community needs and meet them.

3. Advance City College’s commitment to social justice and statewide diversity, equity, and inclusion initiatives.
   Make equity among all stakeholders on campus a priority, including classified and part-time faculty.

4. Budget plan to stop deficit spending, balance the budget, shore up the reserves.
   Avoid layoffs. Hire more faculty, fewer administrators. Be transparent about budget plans. Fight for more state and federal funding. Bring funding into the College and stop the downsizing.

5. Cultivate nontraditional funding partners and successfully fundraise to sustain critical programs.
   More business partnerships. Seek community donations to keep CCSF available to all SF residents.

6. Prepare for upcoming accreditation activity.
   We can’t provide social justice and diversity, equity, and inclusion unless we are accredited.

7. Bring the college community together; improve collegewide morale by promoting mutual respect.
   Work openly and collaboratively focused on mission. Restore shared governance. Respect all around.

8. Enrollment management (EM) plan consistent with the multi-year budget and enrollment plan.

9. Sustain the momentum of effective initiatives and projects underway.

10. Bond projects.
    Build PAEC. Keep buildings vs. Consolidate facilities. Attend to old, inadequate facilities.

*Highest number of open-ended responses in this category
Most open-ended comments that did not relate to the above priorities were found to relate to several qualities and expectations outlined in the Chancellor’s Job Description:

**Plan, organize, direct, integrate and evaluate the work of all district departments** . . .

*Hold employees accountable. Especially those who negatively affect student morale, engagement, and participation.*

**Use ethical principles that value integrity, honesty, open communication, transparency, humility, evidence-based decision-making, and flexibility in all District matters.**

*Trustworthy. Selfless. Integrity. Open communicator. Fair. Someone we can respect because they are a person of character. We need an honest permanent leader.*

**Demonstrate understanding and respect for the culture of City College and the San Francisco community.**

*Knows and cares about CCSF and SF. Experience with large, complex, diverse college & community.*

**Demonstrate commitment to the comprehensive community college mission.**

*CCSF’s mission is to serve the needs and goals of the entire community.*

A few responses fit into miscellaneous categories:

- Better pay and advancement opportunities
- Campus safety/police *(redefine the role of campus police)*
- Environmental sustainability *(make CCSF a zero waste campus)*
- Leadership development and cultivating respect for administrators for institutional stability
  *Build an organization that can survive past this Chancellor.*