



## SUBSTANTIVE CHANGE PROPOSAL Change in the Location of a Center

City College of San Francisco  
50 Phelan Avenue  
San Francisco, California 94112

*Submitted to*

**The Accrediting Commission for Community and Junior Colleges  
Western Association of Schools and Colleges**

*Submitted by*

**Dr. Arthur Q. Tyler  
Chancellor**

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## A. Description of the proposed change and rationale

City College of San Francisco serves over 80,000 students (credit and noncredit) throughout the city through one main Campus, seven Centers, and a multitude of neighborhood sites. CCSF's principal locations include the following:

- Ocean Campus  
50 Phelan Avenue  
<http://www.ccsf.edu/NEW/en/our-campuses/ocean.html>
- Airport  
San Francisco International Airport, Bldg. 928  
<http://www.ccsf.edu/NEW/en/our-campuses/airport.html>
- Civic Center  
750 Eddy Street  
<http://www.ccsf.edu/NEW/en/our-campuses/civic-center.html>
- Chinatown/Northbeach Center  
808 Kearny Street  
<http://www.ccsf.edu/NEW/en/our-campuses/chinatown-north-beach.html>
- Downtown Center  
88 Fourth Street  
<http://www.ccsf.edu/NEW/en/our-campuses/downtown.html>
- John Adams Center  
1860 Hayes Street  
<http://www.ccsf.edu/NEW/en/our-campuses/john-adams2.html>
- Evans Center  
1400 Evans Avenue  
<http://www.ccsf.edu/NEW/en/our-campuses/evans.html>
- Mission Center  
1125 Valencia Street  
<http://www.ccsf.edu/NEW/en/our-campuses/mission.html>
- Southeast Center  
1800 Oakdale Avenue  
<http://www.ccsf.edu/NEW/en/our-campuses/southeast.html>
- District Business Office  
33 Gough Street  
<http://www.ccsf.edu/NEW/en/our-campuses/gough.html>

The Southeast Center is the focus of this substantive change proposal. Specifically, we are seeking approval for temporarily relocating all courses and services currently offered at the Southeast Center to the Evans Center. Both Centers are located in the Bayview Hunters Point community of San Francisco and are 1 mile apart. During the time that the courses and services are relocated, the Southeast Center will be undergoing substantial renovation with the end goal of being able to provide students with the opportunity to complete all coursework toward a full certificate or Associates Degree, concentrating in three different

programs at the Southeast Center in demand by the community: Administrative of Justice, Child Development, and Health Education. While the offering of full certificates onsite will be new, two of these departments currently offer limited courses at the Southeast Center; only the Health Education certificate courses are not currently offered onsite. The Southeast Center currently offers certificates for certified nursing assistant (three classes), unit coordinator in healthcare settings (one class), home health aide (one class), and noncredit business (5 classes). Students can also enroll in 12 additional courses in Administration of Justice, Child Development, ESL, GED, Math, English, and Psychology.

The renovation will take place no sooner than January 2015 and will last for at least one year, based on current plans. In preparation for the move, the College is currently planning to limit the Fall 2014 semester at the Southeast Center to 15 weeks to allow sufficient time for making the move during December 2014.

**Rationale and Alignment with College Mission.** The San Francisco Public Utilities Commission (SFPUC) owns the property and facility at 1800 Oakdale Avenue that houses the Southeast Center. SFPUC has leased this space to the College since 1987. The [“Southeast Facility”](#) (SFPUC’s nomenclature) was created as a community mitigation facility and was intended to be a trade-off for the solid waste treatment plant located in the community.

SFPUC initiated the effort to renovate the Southeast Center and will be the entity that pays for and manages all renovations, with input from the Southeast Center Dean and the CCSF leadership as necessary, as well as from the community. (See also our response to Section C below.)

The College views this as an opportunity to create the optimal learning, support services, and administrative space to ensure that students can pursue all the coursework they need to earn a certificate or degree concentrating in the areas of Administration of Justice, Child Development, and Health Education as noted above. Students will not only be able to take the courses they need within these departments but will also have on-site access to Math, English, and other electives necessary for program completion. The specific certificates that students will be able to enroll in and complete include:

- Administration of Justice Certificate (15 units)
- Introduction to Child Development Careers Certificate (non-credit; serves as part of the career pathway to the Child Development Practitioner Certificate, below)
- Child Development Practitioner Certificate (18 units)
- Drug and Alcohol Studies Certificate (38.5 units)

The rationale for offering full coursework in these particular programs is based on surveys that the College conducted within the community, feedback from students, faculty, and the Center Dean; and past enrollment data. By offering full coursework in these areas, the Southeast Center will come into greater alignment with the Mission of the College to further support students in achieving “certificates and career skills needed for success in the workplace.” In addition, Bayview Hunters Point is a low-income, predominantly African American community, and improvements made to the facility, course offerings, and support services will help us to demonstrate our commitment to “meet[ing] the needs of our diverse

community” and to “providing an array of academic and student development services that support students’ success in attaining their academic, cultural, and civic achievements.”

Currently, the Southeast Center serves 1,254 students. With the proposed programmatic changes that can be implemented as a result of the renovation, the number of students that the Center will be able to serve is likely to grow given that, of those courses currently offered in these areas, all are at maximum capacity with waiting lists.

The renovation will include not only improvements in the building infrastructure and energy upgrades, but also upgrades to classrooms (including smart classroom technology); the creation of computer labs; and additional office space to house administrative staff, faculty, and student services. The goal will be to have a one-stop student service center at the Southeast Center that would encompass financial aid counseling, educational counseling, Extended Opportunities Programs and Services (EOPS), Disabled Students Programs and Services (DSPS), and tutoring.

The facility is currently 35,719 square feet in size (CCSF occupies all but 17,000 square feet). Current co-tenants include Five Keys Charter School, a nationally recognized charter school serving youth and young adults involved in the justice system; the Renaissance Entrepreneurship Center, which supports the entrepreneurial capacities of socially and economically diverse individuals; and the Bayview Family Resource Center. Once renovated, the facility will also house Young Community Developers, a local nonprofit job training program with a 40-year history of job training and placements services for residents of the surrounding community. The College will be able to leverage the activities of the co-located organizations to increase our reach to new populations and to provide additional job-related services.

#### B. Description of the program to be offered if the substantive change involves a new educational program, or change in delivery mode

This substantive change proposal does not involve a new educational program or change in delivery mode. While it will result in being able to offer additional coursework necessary for completing three different programs at one site rather than only a few of the courses necessary, which is the current status, these programs are not new and they will be taught in person as they are at other sites utilizing the same pedagogical approaches. The change will promote greater access for our students.

#### C. A description of the planning process which led to the request for the change

In January 2011, the SFPUC Commission adopted a [“Community Benefits Policy”](#) which outlines the SFPUC’s commitment to engaging with and supporting the communities in which it operates, particularly through workforce development activities and educational programs. To realize its vision within the context of the community surrounding the Southeast Community Facility/Southeast Center, the SFPUC and the College collaboratively initiated a year-long needs assessment to address how to improve the facility and to better serve the community. Data-gathering activities included community meetings held at the Southeast Center, tenant interviews, focus groups, and surveys.

The College engaged fully in this effort and conducted additional analyses related to the educational programming and services of the Southeast Center. On a number of occasions the Center Dean met with the previous and current Chancellors, Special Trustee, and the General Manager of the SFPUC to review the survey data; community meeting results; input from students, faculty, and the Center Dean; and enrollment data.

At one time, the economic viability of the site was in question based on the data under review. That is, in Fall 2013, the then-Interim Chancellor and others began reviewing the revenue and expenditures for the site, realizing that the costs were greater than the revenue generated. Specifically, at that same time, the College had been subleasing space to the other tenants to offset its rental costs, but the SFPUC determined that the College would no longer be allowed to sublease to the other tenants. As soon as the new permanent Chancellor came on board, he began to discuss these changes with the SFPUC and was able to negotiate a rent that was half of what the College had been paying. In addition, the SFPUC also determined that they would continue to house other tenants in the facility but that they would lease to those tenants directly. These changes, along with the anticipated increase in the courses offered onsite through improved enrollment management implemented in Spring 2014 (which will generate more revenue at the site), will result in dramatically improving the economic viability of the site.

Together, as an outcome of these planning activities and discussions, the College and the SFPUC determined that there is a clear need for capital upgrades and more robust jobs and educational programming at the Southeast Center, especially in Administration of Justice, Child Development, and Health Education given the interests stated by the students and the community.

The renovation is occurring in two phases with the first phase already complete. After the first phase was completed, the SFPUC located an individual at the facility to serve as the site manager going forward.

D. Evidence that the institution has analyzed and provided for adequate human, physical, technology and financial resources and processes necessary to initiate, maintain, and monitor the change and to assure that the activities undertaken are accomplished with acceptable quality

To ensure that the move takes place as efficiently as possible, the Chancellor has approved the hiring of a moving company to pack and move the necessary furniture, files, and supplies from the Southeast Center to the Evans Center. The SFPUC has also agreed to assist in this process.

The Southeast Center Dean also oversees the Evans Center. This is advantageous in that it expedites the coordination between the two sites, and the Dean has comprehensive knowledge of the community's needs and the needs specific to each site. The Center Dean has already created a schedule and room allocations for the current Southeast classes to take place at the Evans Campus. Classes at the Evans Center largely take place during the evening, yielding sufficient classroom availability during the day for those classes currently offered at the Southeast Center. The Center Dean has sought and received approval for these plans from the Vice Chancellor of Academic Affairs.

Because the Center Dean already oversees both locations, he is well poised to monitor the move and resulting impact on classes, services, and administration of the sites.

Our Vice Chancellor of Finance and Administration has researched the impact that the temporary relocation could have on the level of basic grant fund allocations (“Foundation funding”) that the Southeast Center receives from the state. Per Title 5 Section 58771, centers that experience a reduction in FTES are provided stability funding for three years. If the FTES level does not return to that center after three years, then, and only then, will the basic grant fund allocation be reduced permanently. In other words, if the timetable for the temporary move does not exceed three years, as is expected, the Southeast Center will not receive a decrease in funding.

To ensure that students have access to library resources at the Evans Center, library staff members, including the Interim Associate Dean of Library and Learning Resources, have completed three walkthroughs of the site to determine space needs. Staff have identified and designated a space for the transfer of the Southeast Josephine Cole Library to the Evans Center that is next to the computer resource center already on site. The library space will require cosmetic renovation, including the removal of a wall between the library space and the computer resource center and shelving. Based on our experience at other Centers within the District, we are aware that the relocation of library resources can be a complex undertaking. A more detailed analysis of library space needs at the Evans Center will be taking place in the coming months, prior to the move, and will consider factors such as the load capacity of floors, security gate placement, environmentally controlled storage if necessary, and lighting, among many others. In addition, planning activities will ensure there is ample digital capacity to support good communications and service delivery within library services.

As a result, an additional benefit of this move will be that the Evans Center will have permanent and appropriate library space, and the library space and collection at the Southeast Center will be expanded and optimized as part of the renovations taking place.

#### E. Evidence that the institution has received all necessary internal or external approvals

The move is critical for ensuring that the SFPUC can carry out its plans for renovating the facility and thus the SFPUC has approved the temporary vacancy and has communicated these plans in writing to the Southeast Community Facility Commission. The Administration of Justice, Child Development, and Health Education Department Chairs and their associated School Deans have been engaged in planning meetings with the Center Dean beginning several years ago. Although formal meetings ceased for the past year or so as the College focused on responding to the accreditation sanction, individual conversations between the Department Chairs, School Deans, and Center Dean have continued, and the Center Dean will soon begin convening meetings bringing together all of the academic programs that are or will be present in the Southeast Center along with student services representatives.

In addition to meeting to discuss educational programming, the Department Chairs and School Deans will participate in walkthroughs of the facility to determine their needs with respect to space allocation and design. For example, the Child Development Department has requested space for a parent observation classroom that would not only serve parents of young children but also students enrolled in the certificate program so that they can observe child behavior first hand. This space will need to be in close proximity to the classrooms in which the Child

Development certificate classes are offered and will require special features which will be taken into consideration in the building design.

In all cases, the Center Dean and School Deans will in turn consult with the Vice Chancellor of Academic Affairs, who oversees the Schools and Centers, for approval of any decisions reached. With respect to student services, the Center Dean and Vice Chancellor of Academic Affairs will consult with the Vice Chancellor of Student Development to determine the optimal arrangements for delivering services equitably at the Southeast Center.

During the temporary vacancy, the SFPUC has agreed to suspend all lease payments.

The Southeast Center is a state-approved educational center receives Foundation funding.

F & G. Evidence that each Eligibility Requirement and the Accreditation Standards will still be fulfilled specifically related to the change and that all relevant Commission policies are addressed

The change itself is consistent with the Eligibility Requirements, Accreditation Standards, and Commission Policies, and, in particular, relates to correcting deficiencies identified by the ACCJC.

The proposed change in location is characterized by the following:

- It will result in the capacity to offer students with full access to certificates in alignment with the College Mission. (Standard I.A)
- The College utilized data to inform its decision making, including student enrollment data, financial data, and dialog internally and externally with the community and community partners, thereby informally integrating budgeting and planning and gaining that took into consideration the total cost of operation of the Southeast Center. (Eligibility Requirement 19, Standard I.A, Standard II.A, Standard II.B, Standard III.B, Standard III.D).
- The proposed temporary location to support renovation will result in facilities that optimize learning and service delivery. (Eligibility Requirement 14, Standard II.A, Standard II.B, Standard III.B)
- The temporary relocation makes use of existing facilities at the Evans Center. (Standard III.B, Standard III.D)
- The College is informing the ACCJC of these proposed changes in advance through this substantive change proposal. (Eligibility Requirement 21, Standard IV.A, Substantive Change Policy)