



# The Academic Senate

CITY COLLEGE OF SAN FRANCISCO

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Curriculum • Degree Requirements • Grading Policies • Program Development • Student Prep & Success • Governance  
Accreditation • Professional Development • Program Review • Planning & Budgeting Processes • Others as agreed

## CCSF Academic Senate Executive Council Official Minutes Wednesday, 15 January 2014, 2:30–4:00pm Ocean Campus, Rosenberg Library 304

**2013–2014 Council Members Present:** Anna Asebedo, Monica Bosson, Steven Brown, Dayo Diggs, Matthew Duckworth, Donna Hayes, Vivian Ikeda, Lancelot Kao, Wendy Kaufmyn, Kimberly Keenan, Lillian Marrujo-Duck, Carole Meagher, Kitty Moriwaki, Madeline Mueller, Francine Podenski, Carol Reitan, Karen Saginor, Lou Schubert, Fred Teti, Rosario Villasana, Ellen Wall, Laura Walsh, Debra Wilensky

**2013–2014 Council Members Absent:** Venette Cook, Beth Ericson, Suzanne Lo, Suzanne Pugh, Lisa Romano

**Other Senate Members Present:** Erin Denney, E. Simon Hanson, Craig Kleinman, Dana Jae Labrecque, Alexandra Nickliss, Dennis Piontkowski, Kristina Whalen

**Guests:** Susan Lamb, Ray Gamba

I. Call to Order (2:40)

II. Adoption of Agenda

Agenda adopted.

III. Public Comment

- Faculty were encouraged to read a positive article about CCSF in the SF Chronicle.
- An announcement was made that Nanette Asimov is looking for ten current students at CCSF to highlight.
- Difficulties caused by students being dropped for lack of payment were shared.
- Faculty were encouraged to read two publically available memos from Barbara Beno to Brice Harris.

IV. New Business

A. Scheduling and Enrollment Management

Vice Chancellor of Academic Affairs Susan Lamb gave a presentation on Enrollment Management:

- Students should not be dropped at this time for nonpayment of fees. That policy stopped three days before classes began. Please let your Dean know if room changes have created problems. We are working on resolving this semester's enrollment issues while making changes for next semester that will resolve problems.

- A message will be sent to Vice Chancellor of Student Affairs Dr. Naples to confirm, and distribute to faculty, the policies regarding dropping students.
- Enrollment Management (EM):
  - We need to ensure that everyone has correct information.
  - We need to begin taking student success factors into account when creating our schedules.
  - We need to protect certificate pathways so that students can complete their coursework.
  - EM is not all about cutting courses, we need to focus on maintaining a core of courses for our programs while creating the flexibility to offer additional sections and courses in areas with greater student demand.
  - During economic downturns enrollment increases and there is greater demand for courses.
  - During economic upturns we need to protect our core programs and reach out to new students.
  - We need to be able to shift Full Time Equivalent Faculty (FTEF) between semesters to meet student demand.
- Changes have been made to State policies regarding repeatability.
- Changes are being made to State policies regarding registration priority.
- Regarding Hours By Arrangement (HBA): we need to make sure our classes follow the State Chancellor's guidelines based on an auditor's report, especially in our lab sections.
- We need to create pathways across the city so that individuals, regardless of location, can access education.
- Our Centers need to offer more balanced educational opportunities. For example, based on demand, we might need to be able to offer a science course at a Center.
- We need to communicate better with the communities surrounding the Centers and take the cultural context of communities into consideration when creating course offerings.
  - Create High Impact Hooks: For Example, USF is very close to the John Adams Center. If we could offer science courses at the John Adams Center we could "hook" some USF students to take more classes there to keep their costs down and bring our enrollment up.
- Definitions of Enrollment Terms:
  - Weekly Census Classes: Class meets weekly the whole semester with an equal number of hours each week. We get credit for students attending at the Census date.
  - Daily Census Classes: Class meets an equal number of hours each day for at least five days.
  - Positive Attendance Classes: Classes meet at irregular hours. We get credit only for the number of hours a student actually attends.
  - FTES - Full Time Equivalent Student  
A full time student takes 15 credit or noncredit hours for each of 2 semesters. Most students do not complete 30 units over the course of a year. We combine 2 or 3 students to create one FTES. This creates more wear and tear on the college.
  - Enhanced noncredit: A student taking courses toward a certificate or degree.

- Non-Enhanced noncredit: A student taking a course without a pathway associated with it.
- CA State pays an apportionment of \$4,642 per credit FTES.
- CA State pays an apportionment of \$3, 232 per enhanced noncredit FTES.
- CA State pays an apportionment of \$2,744 per regular noncredit FTES.
- FTEF: Full Time Equivalent Faculty (LOAD)
- Productivity: FTES/FTEF
- State Watermarks for Enrollment (what the State uses to calculate funding allocations)
  - 35 students per classroom in Credit.
  - 25 students per classroom for noncredit.
  - For each 0.1 reduction in productivity CCSF loses \$314,100.
- FTES Goal/Target: The FTES number that CA State will pay for. If CCSF goes under the goal, CA State will take away some money. If CCSF goes over the goal, CA State will not give additional monies.
- Stability: guaranteed funding for two years, based on achieving your prior goal. By the end of the 2 year period, the college must achieve original FTES goal or lose funding.
- Borrowing/ Summer Sessions
  - If you have a Summer Session with the census date in one calendar year and the last class date in the next calendar year (straddling the years), it is possible to borrow from summer enrollment numbers to fill in an enrollment shortage from the Fall/Spring calendar year. Ill-managed borrowing creates long term enrollment shortages. CA State might put an end to this policy.
- We need to manage a funding and enrollment cycle:
  - \$\$\$\$ => Schedule (FTEF) => FTES => \$\$\$\$
- An example of balancing enrollment across the college:
  - Some courses can enroll more students. For example, a Psychology lecture course has a maximum enrollment of 45 while English classes have lower caps.
  - Putting 45 students in a lecture course such as Psychology, allows English courses to create smaller classes with more individualized instruction.
  - Classes enrolled at their minimum capacity cost the same as classes enrolled at their maximum capacity. Low enrolled classes create low productivity yet CCSF spends the same amount of money.
  - It is not all about class size. A very good experienced instructor can teach more students and still have those students be successful. This is discipline specific. It is an art. Each department has its own art. Pedagogy also affects student success.
- Noncredit:
  - For noncredit, to calculate FTES, we divide the total hours of actual attendance by 525.
  - The difficult piece of estimating and planning noncredit is that sometimes classes start small and students add throughout the semester.
- Spreadsheet: 2014-2015 Academic Year Overall:
  - Our State goal in credit FTES is 23,708 resident students. CA State does not pay us for non-resident students, student pay the full cost. We anticipate 2K non-resident

students. We put the non-resident students into the calculation to ensure we build a schedule large enough to include both resident and non-resident students.

- Our State goal for noncredit is 9,411.
- There is sometimes a way to borrow from these categories.
- To calculate how many classes we need to schedule: divide the enrollment goal by productivity.
  - CCSF used to have a productivity of about 19. It has been hovering at 18. The CA State watermark is 17.5. Because enrollment is down, CCSF is aiming for a productivity number of 17.3. Because this is below the State watermark, this plan will mean that we have fewer monies for computers and technologies. Productivity of 17.3 which creates about 7500 class sections. These sections will be distributed proportionally based on each departments enrollment over the past year.
    - We need to raise our enrollment, possibly by capturing more Summer enrollment.
  - Based on these calculation, we build a schedule. Our next schedule should be built by March of this year. Based on those numbers, we can estimated if we are ahead of target or behind target for annual FTES.
- Strategies:
  - We need to maintain our offerings of the breadth of General Education courses.
  - The responsibility to add or shift and eliminate classes in the best interest of all City College students is bigger than our individual areas. We need to be able to balance out the course offerings based on student demand.
  - Roll it Forward: if there are reduced enrollments we need to cut classes and roll that enrollment to the next semester. Otherwise we will have our budget slashed and our wages slashed. We cannot afford to have so many classes at 20 students. If a subject has 5 classes of 20 and the cap for each class is 55, we need to cut it to two classes.
  - What we need to do: Make sure our core courses are filled. Shift courses to where the students are. If a program is impacted, we need to be able to open up sections. Lower enrolled areas will need to give up a section to an impacted area. Do not worry about not being able to get the section back. If we have the students, we will get the students back.
  - This will be a transparent process. Everyone will be able to see the plans and the enrollment college-wide.
  - This is hard to do. When you are talking about part-timers and their lives, and you have known them for a long time, this is hard to do.

## B. Curriculum

### 1. Hours by Arrangement (HBA)

- In 2008 the State Chancellor's office released guidelines on HBA hours. An auditor's report asserts that we are not complying with their rules.
  - Course Outlines of Record need to better describe HBA activities
  - HBA hours need to be better documented
- Details of where CCSF was deficient in HBA hours can be found in the State auditor's report.

## 2. Course Outlines of Record (COR)

- All pre-2000 Course Outlines of Record that were "in process" in the Curriculum Committee last semester need to be approved by the Curriculum Committee by February 26th in order to be offered in Fall 2014. If the course needs to go through Technical Review (TR) this must be completed by February 12th in order for the COR to be considered at the February 26th Curriculum Committee meeting.
- Ideally, in order to be included in the Spring 2015 schedule, all pre-2008 CORs must go through TR during the Spring 2014 semester.
  - "Live Dangerously": at the latest, pre-2008 CORs must be done with TR and submitted to the Curriculum Committee by August for consideration at the September meeting.

## 3. Noncredit Certificates

- Noncredit certificates have new grading codes:
  - P=Pass
  - SP=Satisfactory Progress
  - NP=No Pass/not enough work completed/insufficient assessment
  - W=has attendance hours and stopped attending
  - NS = No Show/Never Attended
  - CH=Cancelled Hours/Class Cancelled

## 4. State Academic Senate Summer Curriculum Institute

- We need to get everyone on the Curriculum Committee to go.

### C. Lottery Monies

- Monies are given for specific classroom supplies. It is not for covering budget items.
- Transparency will be provided for these allocations. A list of everything that was funded by lottery monies last semester will be created and distributed.
- We will be using Program Review to decide what items will be funded using lottery monies. A list will be created and brought to the Academic Senate.

### D. Graduation Ceremony

- The Graduation Ceremony is currently scheduled for Friday May 23rd at 1 o'clock. We would like to increase attendance at Graduation. Chancellor Tyler might find a way to subsidize regalia rental.
- Since the ceremony conflicts with scheduled finals, Vice Chancellor Lamb will confirm with the Senate that this is the selected time for the Graduation Ceremony.

## V. Adjournment 4:41