



Follow-Up Report

Submitted by

City College of San Francisco
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to

Accrediting Commission for Community and Junior Colleges

February 2025






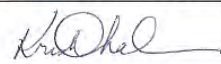
Certification

To: Accrediting Commission for Community and Junior Colleges (ACCJC)

From: Mitchell Bailey
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This Follow-Up Report is submitted to ACCJC for the purpose of demonstrating resolution of deficiencies cited by the Commission in the action letter dated January 16, 2024. The Follow-Up Report reflects the nature and substance of this institution, as well as its best efforts to align with ACCJC Standards and policies, and was developed with appropriate participation and review by the college community.

Signatures:

 Mitchell Bailey, Interim Chancellor	[Date] 02/04/2025
 Anita Martinez (Feb 4, 2025 16:03 PST) Anita Martinez, President, Board of Trustees	[Date] 02/04/2025
 Heather Brandt (Feb 4, 2025 16:09 PST) Heather Brandt, Student Trustee	[Date] 02/04/2025
 Alexis Litzky (Feb 4, 2025 16:15 PST) Alexis Litzky, Academic Senate President	[Date] 02/04/2025
 Michael Snider (Feb 4, 2025 16:19 PST) Michael Snider, Classified Senate President	[Date] 02/04/2025
 Kristin Charles, Accreditation Liaison Officer	[Date] 02/04/2025

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Response to Identified Compliance Requirements

College Requirement 1:

Standard III.D.11: In order to meet the Standard, the Commission requires the Governing Board consider the College's long-range fiscal implications when making financial decisions in order to assure financial stability.

To address all three College Requirements, the Board of Trustees ("the Board") formed two ad hoc committees in March 2024. One focused on College Requirement 1 and the other on College Requirements 2 and 3 (discussed under those sections).

The purpose of the Board Ad Hoc Committee on Budget was to "Address concerns and College Requirement 1 outlined in the ACCJC Visiting Team Report and draft initial report sections related to these concerns and College Requirement 1." **(CR1-01, CR1-02)**

Actions included:

- Reviewing and proposing revisions to Board Policy 8.01 - Budget Development to ensure greater clarity. The full Board of Trustees reviewed proposed edits at their meeting on January 23, 2025. Additionally, at the Interim Chancellor's request, the Ad Hoc Committee reviewed changes to Administrative Procedure 8.01 - Budget Development and Administrative Procedure 8.03 - Audits. (Note: The Interim Chancellor solicited feedback from the Ad Hoc Committee members on these Administrative Procedures to ensure that the changes are in alignment with the intent of the associated Board Policies. The policies and procedures will undergo participatory governance review once the proposed changes are finalized, per the College's standard review process.) **(CR1-03, CR1-04, CR1-05)**
- Developing a calendar based on dates/timing specified in policies and procedures *related to budget and financial decision making* to help guide the Board of Trustees and ensure compliance (this calendar was later combined with a similar calendar from the Ad Hoc Committee on Policies that incorporated dates from *all other* policies/procedures). The full, combined calendar was presented during the December 2024 Board of Trustees meeting. The College intends to add dates to the calendar as needed to ensure that regularly occurring activities requiring Board review or action are captured in a centralized manner to support Board governance. **(CR1-06)**
- Adopting a balanced budget for Fiscal Year (FY) 2024-25 with a multi-year projection in September 2024 and accepting a revised budget with a long-range planning approach in January 2025. This budget and revision included the Board's acceptance of the Interim Chancellor's recommendations regarding actions for prior-year adjustments, including additional payments to OPEB, which were prudent efforts to further the District's progress in funding the account, as well as continuing the current payment schedule. Additionally, this budget revision allows for more accurate financial data which will inform the FY 26 budget development process and launch efforts to create a portfolio of sustainability adjustments that will realign fiscal and human resources, in a phased approach over the next 18 to 24 months. **(CR1-07, CR1-08)**
- Reviewing financial data on a monthly basis, both at the Board Committee on Budget and Audit and at full Board meetings. (See meeting agendas in [BoardDocs](#).)
- Supporting the Interim Chancellor in requesting assistance offered by the California Community Colleges Chancellor's Office (CCCCO) in the form of a Partnership Resource Team (PRT) to support the Board, particularly related to sustainable financial decision making. CCCCCO identified the PRT team members in December 2024 and will officially launch the PRT in February (the first two site visits are scheduled for February 5 and March 17). *Note: The Board Ad Hoc Committee on Policies (see response to College Requirement 2 below) initiated the proposal for engaging a PRT focused on governance. The Interim Chancellor later determined that the more pressing need was for a PRT focused on supporting the Board in financial decision making.* **(CR1-09, CR1-10)**

- Providing input, at the Interim Chancellor’s request, for a series of public budget workshops with the Board and college community that launched on October 21, 2024, to begin preparing for FY 2025-26 and beyond. The four workshops were organized around the following topics: Budget Structure and Overview of Revenue/Income Sources; Non-Personnel-related and Capital Expenses; Personnel-related Expenses; and Identifying Gaps, Connecting Dots and Plans for Moving Forward.

To promote the workshops, the Chancellor sent a collegewide email, and a web page provided details on the workshop series.

(CR1-11, CR1-12, CR1-13, CR1-14, CR1-15, CR1-16, CR1-17, CR1-18, CR1-19, CR1-20; see also videos for each workshop: [Budget Workshop #1](#); [Budget Workshop #2](#); [Budget Workshop #3](#); [Budget Workshop #4](#))

- Providing feedback on a set of Guiding Principles for Financial Sustainability Adjustments developed by the Interim Chancellor. **(CR1-21)**
- Initiating the budget development process earlier with greater involvement by the college community to allow for better long-range planning, resource needs identification and spending prioritization. This included a town hall on budget that followed the budget workshop series. **(CR1-22)**
- Four Trustees, along with the Student Trustee, attended the CCLC annual convention in November 2024 and participated in sessions relating to trusteeship, board/CEO goals, fiscal resiliency and the student-centered funding formula. **(CR1-23)**
- Six Trustees, along with the Student Trustee, also attended the CCLC Effective Trusteeship Workshop in January 2025, which includes a focus on fiscal responsibilities. **(CR1-24)**

The Board and College will sustain this focus on financial stability by institutionalizing practices that better engage the College community in understanding and building annual budgets. In addition, changes to policies and procedures aimed at clarifying and strengthening those documents will allow those documents to serve as better guides in the budget development and review processes. Finally, Trustee engagement in professional development and the calendar derived from Board policies and administrative procedures further reinforce, and thereby will help sustain, compliance with policies related to the College’s budget and finances.

Long-term financial sustainability remains a concern for the College. With limited reserves and no anticipated funding increases for the next several years, the College will be in a mode to responsibly grow within its current means. Ensuring the prudent allocation of resources and actively managing expenses will be a key undertaking by a new Chancellor and a new Board alike.

Supporting Evidence:

Note: all evidence can be accessed through a [Google drive](#) and is numbered according to the list below.

- CR1-01 Ad Hoc Committee on Budget Reports to the Full Board (April – June 2024)
- CR1-02 Accreditation Updates to the Board (August – October 2024)
- CR1-03 Revisions to BP 8.01 - Budget Preparation
- CR1-04 Revisions to AP 8.01 - Budget Preparation
- CR1-05 Revisions to AP 8.03 - Audit
- CR1-06 Board Calendar Derived from Dates Specified in BPs and APs
- CR1-07 Adopted Budget 2024-25 with 5-year Budget Projections
- CR1-08 2024-25 Mid-Year Adjusted Budget with Multi-Year Projection
- CR1-09 Recommendation by the Ad Hoc Committee on Policies to Engage a PRT
- CR1-10 Letter to California Community Colleges Institutional Effectiveness Partnership Initiative (IEPI)
- CR1-11 Chancellor Email Announcing Budget Workshop Series
- CR1-12 Budget Workshops Web Page
(<https://www.ccsf.edu/about-ccsf/administration/finance-and-administration/budget-workshops>)
- CR1-13 Budget Workshop 1 Agenda Description

- CR1-14 Budget Workshop 1 Slide Deck
- CR1-15 Budget Workshop 2 Agenda Description
- CR1-16 Budget Workshop 2 Slide Deck
- CR1-17 Budget Workshop 3 Agenda Description
- CR1-18 Budget Workshop 3 Slide Deck
- CR1-19 Budget Workshop 4 Agenda Description
- CR1-20 Budget Workshop 4 Slide Deck
- CR1-21 Guiding Principles for Financial Sustainability Adjustments
- CR1-22 Town Hall on Budget Invitation
- CR1-23 Documentation of Trustee Participation in the CCLC Annual Convention
- CR1-24 CCLC Web Site Description of Effective Trusteeship Workshop

College Requirement 2:

Standard IV.C.7: In order to meet the Standard, the Commission requires that the Governing Board act in a manner consistent with its policies and bylaws.

As noted in College Requirement 1 above, the Board of Trustees also formed an additional ad hoc committee to address College Requirements 2 and 3.

The purpose of the Board Ad Hoc Committee on Policies was to “Improve Board governance by reviewing policies (1) to resolve concerns identified by the Accrediting Commission for Community and Junior Colleges (ACCJC) and (2) to resolve any additional concerns proactively with the goal of gaining clarity and common understanding.” **(CR2-01, CR2-02)**

Activities included:

- Developing a calendar based on dates/timing specified in policies and procedures *outside of* budget and financial decision making to guide the Board and ensure compliance (this calendar was later combined with a similar calendar from the Board Ad Hoc Committee on Budget as noted in the response to College Requirement 1 that incorporated dates from the policies/procedures related to budget and financial decision making). The full, combined calendar was presented during the December 2024 Board of Trustees meeting. **(CR2-03)**
- Initiating a proposal to engage a Partnership Resource Team (PRT) that was originally focused on Board governance. As noted in the response to College Requirement 1, the Interim Chancellor later determined that the PRT would better serve the Board if focused on financial decision making.
- Reviewing, and, where necessary, revising policies to ensure clarity, common understanding, and compliance. This review included the following policies:
 - BP 1.02 - Duties and Responsibilities of the Board*
 - BP 1.09 - Agendas*
 - BP 1.23 - Board Self Evaluation
 - BP 1.24 - Evaluation of the Chancellor*
 - BP 1.35 - Board Professional Development and Orientation
 - BP 1.37 - Delegation of Authority to the Chancellor*
 - BP 2.08 - City College of San Francisco Collegial Governance: Academic Senate
 - BP 6.03 - Program, Curriculum, and Course Development

*cited in the Visiting Team Report

This review resulted in various actions:

- Carrying out the Board self-evaluation in Spring/Summer 2024 in accordance with BP 1.23 - Board Self Evaluation, which includes the critical component of soliciting input from College

leadership. That component had been missing in recent Board self-evaluations. **(CR2-04, CR2-05)**

The Board discussed the evaluation findings during its June 2024 retreat. The results from the Trustees drew stark distinctions in how the Board assesses its relationship and capacity to govern as a collective unit. In their review of these results, Trustees acknowledged this fracture and committed to working to resolve those issues.

Additionally, the feedback from College constituent leaders was candid and highlighted not only the issues recognized by Trustees, but also concerns of the Board’s capacity to effectively operate within a participatory governance framework along with positive feedback about the Board’s passion for and commitment to the institution. The Board, too, committed to work on resolving these issues.

- To address these issues, the Board’s retreat on January 9, 2025, focused on critical topics such as board governance (including a focus on revisions to policies, participatory governance, and collegial governance) and establishing board norms. **(CR2-06, CR2-07, CR2-08)** The discussion also included reviewing a portfolio of potential resources to support board governance, collegiality and effectiveness (professional development providers and opportunities) initially reviewed and supported by the Ad Hoc Committee on Policies. **(CR2-09)** The Board is committed to regular individual and collective training, development, and continuing education. These efforts are in furtherance of the goal of working as a cohesive unit in a collaborative manner both within the Board structure but also within the College’s participatory governance framework. The specific policies discussed during the retreat included:

Policy Number	Policy Name
BP 1.02	Powers and Duties of the Board
BP 1.03	Organization of the Board
BP 1.04	Officers - Duties
BP 1.09	Agendas
BP 1.10	Public Participation at Board Meetings
BP 1.11	Speakers at Board Meetings
BP 1.12	Decorum
BP 1.15	Board Policy and Administrative Procedures
BP 1.17a	Governing Board Code of Ethics
BP 1.17b	Governing Board Code of Responsibilities
BP 1.21	Committees of the Board
BP 1.25	Chief Administrator: Authority, Selection, and Term of Office
BP 1.33	Accreditation Eligibility Requirement 21, Standards I.C.12 and 13
BP 1.35	Board Professional Development and Orientation
BP 1.37	Delegation of Authority to the Chancellor

- As part of their annual goals development process, the Board adopted the following goal:
Accreditation. Acknowledge and rectify the current sanctions that were issued by the Accrediting Commission for Community and Junior Colleges (ACCJC) by March 2025, and ensure that the District remains in accredited status on a continual basis.

The Board of Trustees committed to not only resolving current accreditation issues, but also to ensuring that these issues do not resurface in the future.

- Suggesting revisions to Chapter 1 Board policies. These suggested changes were reviewed in great detail during the 2025 retreat, and Trustees offered further feedback and suggestions. In addition, the Interim Chancellor drafted proposed edits to AP 1.09 to ensure alignment between the AP and BP. **(CR2-10)**
- As referenced in the response to College Requirement 1 above, four Trustees, along with the student Trustee, attended the CCLC annual convention in November 2024 and participated in sessions relating to trusteeship, board/CEO goals, fiscal resiliency and the student-centered funding formula. In addition, six Trustees, along with the Student Trustee, attended the CCLC Effective Trusteeship Workshop in January 2025 which covers nine areas of competencies, including fiscal responsibilities, as noted above in College Requirement 1. **(CR2-11, CR2-12)**

Engaging the Board in a close review of the Board policies listed above supports the Board in sustaining compliance with board policies. In some cases, that review resulted in proposed changes to the policies and procedures to provide greater clarity and alignment (these changes will undergo participatory governance review before finalization, per the College's standard review process). As also noted in the response to College Requirement 1, the calendar derived from board policies and administrative procedures further reinforces, and thereby will help sustain, compliance with policies (or portions thereof) related to the Board's purview.

Supporting Evidence:

Note: all evidence can be accessed through a [Google drive](#) and is numbered according to the list below.

- CR2-01 Ad Hoc Committee on Policies Reports to the Full Board (April – June 2024)
- CR2-02 Accreditation Updates to the Board (August – October 2024) (see CR1-02)
- CR2-03 Board Calendar Derived from Dates Specified in BPs and APs (see CR1-06)
- CR2-04 Board Self Evaluation Instrument Review Agenda Description
- CR2-05 Board Evaluation 2023-24
- CR2-06 January 2025 Board Retreat Agenda
- CR2-07 January 2025 Board Retreat Materials: Participatory Governance Overview
- CR2-08 January 2025 Board Retreat Materials: Academic Senate 10+1 Overview
- CR2-09 January 2025 Board Retreat Materials: Draft Portfolio of Potential Resources to Support Board Governance, Collegiality and Effectiveness
- CR2-10 Draft of Proposed BP and AP Revisions Resulting from the Ad Hoc Committee on Policies Review
- CR2-11 Documentation of Trustee Participation in the CCLC Annual Convention (see CR1-23)
- CR2-12 CCLC Web Site Description of Effective Trusteeship Workshop (see CR1-24)

College Requirement 3:

Standard IV.C.12: In order to meet the Standard, the Commission requires that the Governing Board allow the Chancellor to implement and administer Board policies without Board interference.

Because the College has a policy related to the Board's delegation of authority to the Chancellor, the Board Ad Hoc Committee on Policies (described in College Requirement 2) also addressed College Requirement 3.

In addition, the current Interim Chancellor joined the Ad Hoc Committee meetings beginning in June, which allowed for greater partnership between the Interim Chancellor and Board members participating in those ad hoc committees, and, by extension, with the full Board of Trustees.

Trustees regularly refer matters that are operational to the Interim Chancellor during Board meetings. In addition, the Interim Chancellor has alerted the Board when their discussion has strayed toward operational matters, reminding them that they should allow him to make recommendations regarding those matters, and the Board has been responsive. **(CR3-01, CR3-02)**

In November 2024, two new Trustee(s) were elected to serve on the Board (one had been recently appointed by the Mayor to fill an unexpected vacancy). One of the concerns raised throughout conversations with both ad hoc committees has been the need for better orientation when onboarding new Trustees (in recent years, new Board members did not receive a formal orientation). Thus, in addition to four trustees, along with the student trustee, attending the CCLC Annual Convention in November 2024, and six trustees, along with the student trustee, attending the CCLC Trusteeship Workshop in January 2025, the Board's January 9, 2025, retreat covered a variety of fundamental topics as noted in the response to College Requirement 2. **(CR3-03)** The new Trustees will receive an orientation in February 2025, in line with BP 1.35 - Board Professional Development and Orientation. Included in the orientation will be a discussion of the Board's roles and responsibilities as distinct from those of the Chancellor, using BP 1.37 - Delegation of Authority to the Chancellor as a guide.

The Interim Chancellor regularly describes the roles as the Board determines the "what" and the Chancellor determines the "how"—the policy versus operations components of the hand-in-glove relationship between the Board and Chancellor. While the Interim Chancellor has generally been successful in reinforcing roles and securing necessary boundaries, maintaining this approach will be critical for a new Chancellor and new Board. Core to the success of this work will be the working relationship developed between the Board and Chancellor. The Interim Chancellor routinely engages individual Trustees outside of Board meetings, including a standing meeting with the Board President and weekly or bi-weekly check-ins with most of the other Trustees. These check-ins allow for the focusing of topics and surfacing policy versus operational responsibilities that manifest themselves in recommendations at Board meetings.

During the June 2024 Board retreat, the Interim Chancellor recommended, and the Board agreed, to set his goals for the 2024-2025 fiscal/academic years. These goals, or "buckets," include the following: (1) facilitate a process for the recruitment, selection and onboarding of a new chancellor; (2) resolve accreditation issues before March 2025; (3) facilitate processes that ensure sound financial planning and fiscal stability; (4) keep big things moving; and (5) prepare onboarding and transition plans and processes that set a new chancellor up for success. Subsequently, during a special meeting of the Board in January 2025, the Chancellor provided a progress update to the Board regarding these goals. **(CR3-04, CR3-05)**

To ensure a smooth transition of a new Chancellor into the College and to further understand and reinforce the distinct roles and collaborative and supporting responsibilities of the Board and Chancellor, the Board will be holding an additional retreat in March 2025 to focus on such efforts. This will be followed by a third retreat in June 2025 after a new Chancellor has been appointed.

Supporting Evidence:

Note: all evidence can be accessed through a [Google drive](#) and is numbered according to the list below.

- CR3-01 Adoption of FY25 Budget Agenda Description (contains Board Action)
- CR3-02 Authorization to Reject all Bids and Close Process for Student Registration Platform Agenda Description (contains Board Action)
- CR3-03 January 2025 Board Retreat Agenda (see CR2-06)
- CR3-04 June 2024 Board Retreat Closed Session Agenda Item - Review of Goals - Interim Chancellor
- CR3-05 January 2025 Special Board Meeting Agenda (see Public Employee Performance Evaluation: Review of Goals – Interim Chancellor)

Concluding Comments

The progress to date and plans for long-term sustainability of the improvements made with respect to governance, fiscal health, and the CEO/Board relationship and roles are predicated on all parties involved continuing to advance the agreed-upon approach. It is recognized that the success of these efforts will unfold over time, and continual monitoring and self- and mutual accountability is critical.

Fiscal Health and Planning. As it relates to the long-term financial health of the College, a fiscal sustainability plan will be developed with and included in the FY26 budget proposal. These efforts will include resolving the College's structural deficit in a phased approach over the next 18 – 24 months, through a portfolio of sustainability adjustments (expense reductions, cost avoidances and revenue enhancements). The Board of Trustees and administration will continue the monthly conversations and monitoring of progress on the College's fiscal health.

Governance and CEO/Board Relationship and Roles. The College is in the process of hiring a new, permanent Chancellor. This individual will be key in providing stability and in advising the Board on policy matters (including compliance and adherence) and avoiding involvement in operational matters of the College. The relationship between the Board and Chancellor will be critical, and both must hold each other accountable and create a healthy, lasting partnership. Additionally, the Board has outlined its desire to work more collaboratively and will be undertaking additional training and professional development over the coming months. The continued professional development of the Board will be essential in ensuring the norms they establish and practices/habits they adopt are prudent, responsible and appropriate.

While noticeable progress has been made in these areas, it is natural to be skeptical in the lasting power of the efforts currently underway. However, the Board and Interim Chancellor have both prioritized the fiscal and governance stabilization of the College and are committed to mutual and lasting success of these efforts.