

**City College of San Francisco  
Partnership Resource Team (PRT) Process Summary Report  
Institutional Effectiveness Partnership Initiative  
January 26, 2026**

PRT Members: David El Fattal, Adrienne Grey, Jeanine Hawk, Celeste Hernandez, Iris Ingram, Michelle Oja and Wei Zhou (Lead)

**Areas of Focus**

- A. Further develop sustainable, long-term financial plans that meet current obligations and future expenses
- B. Identify opportunities for academic, administrative and operational efficiencies and responsible long-term growth

**Summary by Area of Focus**

- A. Further develop sustainable, long-term financial plans that meet current obligations and future expenses
- B. Identify opportunities for academic, administrative and operational efficiencies and responsible long-term growth

City College of San Francisco had four objectives in their Innovation and Effectiveness Plan:

- 1. Develop a framework for curing future financial deficits within 24–30 months.
- 2. Fully develop and implement strategies of the Strategic Enrollment Management Plan.
- 3. Develop and implement change management and communication strategies to build understanding and support among college stakeholders for cost-saving and financial stability measures, including organizational restructuring to address the structural deficit.
- 4. Develop professional development opportunities for the Board of Trustees relating to fiduciary responsibilities, including budgeting and long-term financial sustainability.

*Progress*

The college has developed a balanced 2025-26 annual budget adopted by the Board of Trustees in September 2025.

The college is in the process of implementing the first phase of the comprehensive program review revision to use program vitality data with a focus on cost savings and/or revenue generation. The second phase is expected in Fall 2026.

The college is in the process of implementing the Strategic Enrollment Management Plan with initial success in dual enrollment and focus on student retention and completion.

The Board of Trustees members have developed the practice of submitting questions to the Chancellor in advance of the Board meetings, which is indicative of a healthy board focused on policy level oversight.

*Suggestions for Sustaining Progress*

- Continue efforts to maintain a balanced budget for future fiscal years.
- Continue the development and implementation of the Educational Master Plan and the Strategic Enrollment Management Plan, ensuring clear alignment among enrollment goals, student success outcomes, and budgetary and facilities planning.

- Continue professional development for Board members, with an emphasis on policy and judiciary oversight, as well as delegation to and support of the Chancellor.

## **Conclusion**

City College of San Francisco has made significant initial progress in its Innovation and Effectiveness Plan. The PRT was particularly impressed with the college team's unified recognition of the actions necessary to address ongoing budget and enrollment challenges. Hopefully, with sustained focus and continued alignment of planning, resources, and governance, the college is well positioned to maintain long-term fiscal stability in support of student success.