



# The Academic Senate

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TO: CCSF Faculty  
CC: AVC Gohar Momjian, Accreditation Committee  
FROM: Karen Saginor, [ksaginor@ccsf.edu](mailto:ksaginor@ccsf.edu)  
DATE: October 28, 2013  
SUBJECT: Ongoing concerns about the Staying Open Plan (aka the Road Map, aka the Accreditation Action Plans.) <http://ccsfforward.com/roadmap/>

About two weeks ago, I examined our Road Map – our “Staying Open Plan” in some detail and found that while 60 items (about 25 % of the total base level actions) were shown as complete, there were about 49 actions (about 20%) which appeared to be overdue -- the end date had passed but the status still said “in progress” or no status was given. I brought my concerns to the attention of AVC Gohar Momjian and the Accreditation Committee. A large number of the items actually had been completed, and the Road Map has now been edited to bring it more fully up to date. AVC Momjian met with President Teti and myself on October 23, to review my concerns and questions. This report shows the items we reviewed together and the current status of them to the best of my knowledge.

I am very glad to see that the majority of items on the Road Map are progressing well. At one time that would have been assurance enough. A year ago it would have seemed acceptable that CCSF would do as much as it reasonably could do -- given limitations in resources and time. However, my yardstick of what is acceptable changed dramatically last spring and summer when we received praise from the visiting team for work that was well done and nearly finished, and then found that the Commission judged anything less than 100% complete to be out of compliance and undeserving of accreditation.

From that perspective, a close watch needs to be kept on the action items that will be challenging for CCSF to complete by the end of April -- the end date given by the Road Map. Below are six areas for which falling behind schedule is a cause for concern. This does not include items that are a little behind schedule but close to getting finished.

19	Complete staffing of Office of Research and Planning	08/01/13	02/13/13		Chancellor
20	Identify funding source	08/01/13	02/13/13	In progress	Chancellor
21	Integrate with staffing plans	09/01/13	02/13/13	In progress	Chancellor/Employee Relations Officer/Dean Inst'l Eff.

19. The original end date for these items was 9/26/13. Not only was that target date missed, but the Office of Research and Planning is about to lose their new Director of Research. Dr. Chuen-Rong Chan has been appointed Associate Dean, Admissions and Outreach, starting November 1st. The director position he is vacating will need to be posted, and a replacement hired and oriented. Completion of other Road Map actions hinged on adequate research and planning resources, so continued under-staffing in this office may have serious negative consequences.

43	Implement process for awarding CDPC certificates, establishing eligibility based on noncredit progress indicators	08/01/13	11/29/13		
44	Identify responsible units	08/01/13	08/15/13	100%	VC Acad. Affairs/VC Student Dev.
45	Develop processes	08/15/13	11/15/13		VC Acad. Affairs/VC Student Dev.
46	Implement processes	09/30/13	11/29/13		VC Acad. Affairs/VC Student Dev.

43-46. The original end date for these items was 10/31/13, but work had not started as of October 21st. This difficult task has been on our institution's 'To-Do' list for quite a few years without being completed. During these years we have had approved certificate requirements on file with the State Chancellors Office, but not actually issued the certificates. Career Development and College Preparation (Non-credit) is one of the Student Success Scorecard indicators. (<http://scorecard.cccco.edu/scorecardcdcp.aspx?CollegeID=361>) The failure of CCSF to implement a process for thousands of eligible students to apply for and receive CDPC certificates makes CCSF appear to fail badly in this area, will affect our score on this metric for years to come, and could cost us funding at some point. The end date now shown for completing this task (November 29, 2013) is very aggressive, given the logistical difficulties of what's needed. Faculty will gladly assist in this work of developing and implementing these processes.

101	Enforce new policy for ensuring course outline currency	07/29/13	11/25/13	100%	AVC Enroll Mgt.
102	Send reminder memo to administrators and department chairs informing of policy	07/29/13	08/09/13	100%	AVC Enroll Mgt.
103	Send list of courses that need to be updated	09/02/13	09/06/13	100%	AVC Enroll Mgt.
104	Monitor course outlines	09/09/13	11/25/13	progress	AVC Enroll Mgt.

105. Although the end date for this activity is still in the future, I expect that it will be challenging to fully complete this activity by that date. I have followed up on this with the Chair of the Curriculum Committee, the AVC of Enrollment Mgt. and some others, and we are working on approaches that can help us make our goals in this area.

<b>181</b>	<b>Standard IIC1/IIC2</b>	<b>07/01/13</b>	<b>04/30/14</b>		
182	Work toward full alignment with ASCCC Standards of Practice for California Community College Libraries and ACRL Standards for Academic Libraries				Associate Dean of Instructional Support Services
183	Discuss the ASCCC standards with the new administrator responsible for the Library and Learning Resources				Associate Dean of Instructional Support Services
184	Identify solutions to the supervision of sites				Associate Dean of Instructional Support Services
185	Prioritize library staffing needs and implement				Associate Dean of Instructional Support Services
186	Consider state and national library standards in the new reorganized structure to provide adequate leadership and supervision				Associate Dean of Instructional Support Services
187	Create a reliable line item in annual budget				Associate Dean of Instructional Support Services

191	Improve staffing levels in media services				Associate Dean of Instructional Support Services
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181-187, 191. These items are now awaiting the hiring of a new Associate Dean, in a process that has been unavoidably slowed. Some of these will take considerable time to address, making it highly unlikely that the future Associate Dean can accomplish them by mid-April.

257	Address staffing shortages	07/22/13	09/30/13		
258	Work with taskforce on staffing plan to address shortages and flexible strategies	07/22/13	08/30/13	In progress	CTO
259	Identify funding sources	09/01/13	09/30/13		VCFA

257-259. Delays in meeting ITS staffing shortages has negative repercussions on the timely achievement of many action plans that require IT work.

263	Complete implementation of FCMAT recommendations** refer to matrix report on status	07/29/13	04/30/14		CFO/Payroll Director/CTO
264	Review and accelerate action items on FCMAT 2012 matrix	07/29/13	08/09/13	In progress	VCFA
265	Create or Add new 2013 FCMAT matrix	07/29/13	09/06/13	In progress	VCFA
266	Prioritize actions	08/09/13	09/06/13	In progress	VCFA
267	Begin implementation	08/16/13	04/30/14	In progress	VCFA/CFO/Payroll/CTO

264-268. The FCMAT items are a high priority for meeting accreditation standard, and many of them are complex and difficult. In the Road Map, items in this area appear to be six weeks behind the expected end dates. Publicly posting the matrix report on the status of FCMAT (referred to in item 263) and announcing its whereabouts will allow the tracking of these items.

During the October 23rd meeting with AVC Momjian, we discussed our concerns about timely completion, listed above. Additionally, AVC Momjian provided us with clarifications or information in response to our questions and comments.

These items seem to have stalled. Special Trustee Agrella will be consulted about the next steps to take:

309	Examine Public Access Sunshine Policy	10/01/13	10/31/13		PGC
310	Place item on Participatory Governance Council agenda	10/01/13	10/31/13		PGC
316	Developing effective communications for communicating with all constituents	08/01/13	12/31/13		Constituent leaders
317	Discuss with PGC	08/01/13	08/30/13	In progress	Constituent leaders / PGC

There are two items listed under Standard II.A.6 that are assigned to the incoming Marketing Director without dates

<b>119</b>	<b>Standard II.A.6.</b>				
120	Communicate media protocols widely				Marketing Director
121	Develop plan to support updating and improving web pages				Marketing Director

We requested that the activity in line 120 concerning media protocols be moved to Standard IV.A.4. which concerns public disclosure issues:

IV.A.4. The institution advocates and demonstrates honesty and integrity in its relationships with external agencies. It agrees to comply with accrediting Commission Standards, policies, and guidelines, and commission requirements for public disclosure, self-evaluation and other reports, team visits, and prior approval of substantive changes. The institution moves expeditiously respond to recommendations made by the commission.

Standard II.A.6 concerns providing students with information about courses, programs, and services.

II.A.6. The institution assures that students and prospective students receive clear and accurate information about educational courses and programs and transfer policies. The institution describes its degrees and certificates in terms of their purpose, content, course requirements, and expected student learning outcomes. In every class section students receive a course syllabus that specifies learning outcomes consistent with those in the institutions officially approved course outline.

For the subordinate areas under II.A.6, see <http://tinyurl.com/pdfAccredStandards> p. 4.

This is one of the Standards about which the Evaluation Report written by the visiting team gave no deficiencies and said that CCSF was in compliance, but the Decision letter included II.A.6. in the list of deficient areas without explanation.

There are a number of action items which include specifying the identification of a responsible individual or group. AVC Momjian clarified that in most cases, the person named as responsible in the “Assigned To” column is the responsible individual, not just the supervisor who will assign responsibility to another individual. This was pertinent to the following:

10	Explicitly connect objectives in annual plan to the Mission	07/16/13	12/05/13	11%	Dean of Institutional Effectiveness
11	Identify responsible champion	07/16/13	07/30/13	100%	Dean of Institutional Effectiveness
270	Created restricted fund report and quarterly on website	07/29/13	09/26/13	100%	CFO
271	Identify responsible individual	07/29/13	08/09/13	100%	CFO

240	Complete business continuity and disaster recovery plan	07/22/13	11/29/13	31%	CTO
241	Identify taskforce and define goals	07/22/13	08/30/13	100%	CTO

We asked that the members (by title) or at least the chair of this taskforce be identified to improve transparency and trust.

231	Faculty training workshops (Argos)	07/29/13	09/30/13	In progress	
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231. The Academic Senate would like more information about this action item. We recognize the value of the Argos tool and request that access to it be available to faculty.

We brought to the attention of AVC Momjian that several rows show 100% completion even though some of their dependencies have not been completed. This will be corrected:

207	Complete assessment of centers and implement total cost of ownership model	07/28/13	11/29/13	100%	AVC Workforce & Center Deans/VCFA
275	<b>Standard IIID2</b>	<b>07/01/13</b>	<b>04/30/14</b>	<b>100%</b>	
283	<b>Standard IIID3</b>	<b>07/01/13</b>	<b>04/30/14</b>	<b>100%</b>	

A number of the items discussed with AVC Momjian had already been resolved, or have been resolved since our conversation on October 23rd, so I have removed them from this report.