

A Plan for Returning City College of San Francisco to Local Control

November 17, 2014

Background: In July of 2013 the Board of Governors (BOG) of California Community Colleges exercised their authority under Board Policy to elevate the Special Trustee it had previously placed in City College of San Francisco (CCSF) to assume the power of the locally elected Board of Trustees and exercise a state takeover of the college. This action was taken in response to accreditation challenges documented by the Accrediting Commission for Community and Junior Colleges (ACCJC) and financial challenges documented by the Fiscal Crisis and Management Assistance Team (FCMAT) during the year leading up to the BOG's action.

Since that action, the college has done extensive work to recover and to meet the ACCJC Eligibility Requirements and Accrediting Standards and to address the financial and fiscal control issues identified by FCMAT. Part of that work will ultimately lead to a return of the college to local control, and this document provides an avenue for that process. In order to meet the accrediting standards, the college must have a successfully functioning local Board. Return of local control will not be done quickly and will require the college and local Board of Trustees to meet certain milestones in order to justify gradual return of authority of the local Board.

This document is designed to lay out the process for return of local control and the development of benchmarks that must be met in order for the transition from state to local control to take place.

Broad Areas of Control: Locally elected Boards of Trustees have complete responsibility for policy development and oversight of local California community colleges. That oversight can generally be broken down into six broad categories including:

- **Strategic planning** including setting the direction of the district, approving the mission, vision and values of the district and agreeing on measures of evaluation.
- **Financial** including policy development and oversight of the budget, long-range financial planning, major expenditures and financial accountability including the annual audit.
- **Governance** including policy development and oversight of the governance structure including various constituent groups.
- **Educational program** including policy development and oversight of course and program approval, academic standards, degree requirements, and standards for academic staff.
- **Student services** including policy development and oversight of admissions, counseling, and financial aid.

- **Facilities** including policy development and oversight of property acquisition, building design and construction, facility maintenance and operation.
- **Human resources** including collective bargaining agreement approval, policy development and oversight of hiring and evaluation of employees, employment and evaluation of the Chancellor, and approval of discipline and dismissal of employees.

Restoration of Authority of the Board of Trustees: It is the intent of the Board of Governors of the California Community Colleges to return control to the locally elected Board of Trustees of City College of San Francisco as soon as feasible, while ensuring that the educational and financial needs of the college are supported. In order to ensure that the college remains stable, the accreditation standards are being met and the financial viability of the college remains, control of the institution will be returned to the Board incrementally. Assuming the college is granted restoration in January of 2015, beginning February 1, 2015, it would be the intention of the Board of Governors to transition the institution back to complete local control no later than July 1, 2016. The exact length of time necessary for the transition would be determined by the progress of the local board, but is envisioned to take no less than twelve months and no more than eighteen months. The process would include the following phases.

- **Phase I – Board In-service, Training and Orientation:** All of the local board members agree to participate in a multi-year series of ongoing professional development activities designed to orient them to the current state of the college with respect to program review, planning, and budgeting processes. Activities will provide them in-depth training in accreditation processes, Standards, and Eligibility Requirements (ER's), will train them in current best practices of successful community college boards, as well as prepare them to work together to oversee the college.
- **Phase II – Initial Board Meeting Participation Without Authority:** During this phase the Board would begin meeting according to the regular Board meeting schedule along with the Special Trustee to discuss issues but would have no authority for decision making. Discussions will emphasize how the agenda item relates to accreditation standards, the college's Mission Statement, program review, planning, and budgeting processes.
- **Phase III – Board Authority in Student Services and Educational Programming Restored:** During this phase the Board would begin making decisions related to the education and student services categories of their oversight. Efforts will be made to relate discussions and decisions to accreditation standards dealing with Student Services and Educational Programming. The Special Trustee would retain stay and rescind powers during this period for all Board actions.
- **Phase IV – Board Authority For All Areas Other Than Finance:** During this phase the Board would begin making decisions related to all areas of operation of the district other than finance. These would include the facilities and human resources categories of their oversight. In the area of Human Resources the Board will pay particular attention to their responsibility in the appointment and evaluation of the

Chancellor, as well as their own evaluation. Efforts will be made to relate discussions and decisions to the appropriate accreditation standards and ER's. The Special Trustee would retain stay and rescind powers during this period for all Board actions.

- **Phase V – Board Authority in Finances Restored:** During this phase the Board would begin making decisions related to the finances category of their oversight. Efforts will be made to relate discussions and decisions to the appropriate accreditation standards and ER's. The Special Trustee would retain stay and rescind powers during this period for all Board actions.
- **Phase VI – Board Authority Fully Restored:** During this phase the Board would begin making all decisions but the Special Trustee would remain in an advisory capacity.

Milestones for Moving from One Phase to Another: The timing for moving from one phase to another will be determined by the success of the Board at each successive phase. The Board will work with the Special Trustee during Phase I to develop the milestones for movement from one phase to another and the approval of those milestones by the Special Trustee will trigger the movement from Phase to Phase.