



TheRPGroup

Research, Planning & Professional Development
for California Community Colleges

SM

City College of San Francisco

ESP/FMP Workgroup Meeting Notes, 8/31/2026

In attendance:

Workgroup Members (Voting): Alberto Vasquez (co-chair), David Yee (co-chair), Alan D'Souza, Craig Kleinman, Fred Teti, Lillian Marrujo-Duck, Olga Galvez, Susan Boeckmann, Anna-Lisa Helmy

Workgroup Support: Pam Mery, Judy Seto

RP Group: KC Greaney, Diane White, Frank Harris III, Matt Wetstein, Lori Bennett, John Carrese

Guest: Leslie Smith, community member

No.	Item
1.	Welcome and Agenda Review • Workgroup Charge David Yee reviewed the Workgroup Charge, available at www.ccsf.edu/ESP, emphasizing that members will ultimately recommend a set of "Strategic Priorities" that advance the college's mission and inform future institutional planning and decision making. Workgroup members will review existing college plans, examine data and evidence (external environmental scan, internal scan, themes from extensive stakeholder listening sessions, trends in higher education, statewide initiatives), and consider facilities, space, technology, fiscal and operational implications of proposed strategic priorities to support integrated institutional planning. In addition, Workgroup members will serve as a communication link between the planning process and constituent groups by sharing information and encouraging broad participation throughout the planning process. • Workgroup Progress to Date Alberto Vasquez reviewed work to date. The ESP/FMP Workgroup began meeting last spring with a primary focus on developing the Request for Qualifications (RFQ) and completing the process to hire consultants (the RP Group was selected) to help support a broad, inclusive, data-informed planning process to be conducted during Fall 2026 and into Spring 2027. Workgroup conversations also included some initial visioning grounded in Vision 2030 Equity in Access, Equity in Success, and Equity in Support. Additionally, with critical support from Judy Seto, an ESP/FMP project website has been developed (www.ccsf.edu/ESP) with information on upcoming meetings, meeting notes and documents from past meetings, monthly updates, and many other features, including an input form where all individuals can contribute their thoughts, ideas and hopes for the college's future.

2.	Introductions ● RP Group and ESP Workgroup Members ● What's in a Name? Members of the RP Group and CCSF introduced themselves, telling a story of their choosing about their name.
3.	Review of Workplan for this year KC Greaney called attention to the Workplan document, which is the blueprint for our work together this year. RP Group members are here to support CCSF with research, analysis, facilitation, and planning expertise. The Workgroup's job is to make sense of what we collectively learn together, and will ultimately draft the college's strategic priorities and recommendations that will shape the Education Strategic Plan. Over the coming months, we will look back at current and previous college plans, look out to see how citywide demographics and labor market data have been changing, national trends in higher education, and statewide initiatives. We'll look internally at enrollment and other available data, programs and planning efforts, and the themes and gaps that emerge. And we will listen – students, faculty, staff, classified professionals, administrators, governance groups, external stakeholders and community partners will provide input through listening sessions and the online input form. In February, the ESP/FMP Workgroup will attend a retreat to develop draft strategic directions for the college's Education Strategic Plan.
4.	Reflection on Last Plan ● CCSF's Planning Cycle and where the ESP fits in ● ESP will inform all subsequent collegewide plans Pam Mery explained how the current Educational Master Plan (EMP) originally sunsetting in 2026 (extended to 2027), and the future ESP, function as the “mother of all the plans,” i.e., the highest-level planning document, which will become operationalized through various other college-wide plans, all of which are driven by the college's adopted mission and vision. ● Review of current EMP Meeting attendees broke into separate Zoom meeting rooms to discuss the current EMP, and were asked to reflect on these questions: 1. What story do the 8 goals tell? What was CCSF trying to become? 2. What has changed? What is missing, different, or newly urgent today? 3. Ends or means? Which goals describe what CCSF ultimately wants to achieve? Which describe the capabilities or conditions needed to get there? Feedback from Workgroup members once the group reconvened included: ● Need to shift the identity of the college from what it used to be to what it is now ● Covid had a big impact on the previous plan ● There have been physical campus improvements ● The district is still intending to grow enrollment ● What about lifelong learning and community education? ● CCSF now has many more online students – what is the impact on planning?

5.	How do we wish to work together? CCSF's Community Standards for Participatory Governance David Yee held up CCSF's Community Standards for Participatory Governance, adopted by the PGC on 2/15/2024, as a model for us to follow.
6.	External Scan Data KC Greaney shared data primarily from the US Census and California Department of Finance, focusing on demographic changes and population projections. The presentation slides, including charts and data, are available on the ESP Project website, under Fall 2026 documents. Key observations included: - The population of San Francisco grew steadily from its inception until post-WWII years - Population rebounded in the late 1900s but is not projected to grow further - The overall state population is also projected to decline - San Francisco has a much smaller proportion of children/youth than California or the nation - Overall, nationwide and within California, the proportion of residents aged 65+ is expected to increase, but this trend is far more pronounced for San Francisco - Between 2020 and 2070, the average age of San Franciscans is expected to increase from 39 to 55 - SFUSD enrollment has been decreasing, and is projected to continue decreasing - San Francisco is ethnically diverse, with no majority group - Proportionally, San Francisco has a much larger Asian population and a smaller Latino population than the state or the nation - The city and state have larger non-English rates than the state or the nation, and San Francisco has a higher rate of foreign-born residents than the state or the nation - Housing costs, and income, are higher in San Francisco than in the state or nation - San Francisco's poverty rate is higher than the nation, but not the state - The proportion of foreign-born residents in San Francisco has fluctuated over time, with a recent downward trend - In the past three years for which data has been available (2023-2025), net migration to San Francisco has declined 52%, from nearly 10,000 to less than 5,000 - San Francisco has significantly higher educational attainment rates than the state or the nation, with one-quarter of the population holding a graduate or professional degree, and a total of 61% with a Bachelor degree or higher - At the other end of the spectrum, 11% of San Franciscans have less than a high school diploma, which is similar to the national average and less than the state average - Educational attainment levels in San Francisco have changed dramatically over time; the numbers of San Franciscans with a Bachelor degree or higher have increased dramatically, while the numbers of those with less than an Associate degree have decreased Workgroup members engaged with these key observations, with more opportunities for engagement anticipated at the next workgroup meeting.

	Future Meeting Dates: ● 9/21/26 3:00-5:00 p.m. (Zoom) ● 10/19/26 3:00-5:00 p.m. (Zoom) ● 11/16/26 3:00-5:00 p.m. (Zoom) ● 12/7/26 3:00-5:00 p.m. (Zoom) ● 2/1/27 3:00-5:00 p.m. (Zoom) ● 2/18/27 Retreat, in the afternoon, in-person ● 2/19/27 Retreat, in the morning, in-person ● 3/1/27 3:00-5:00 p.m. (Zoom)
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