

**Potrero Hill Democratic Club
City College Board of Trustees Candidate Questionnaire
for meeting Tuesday, September 13, 2022, 6:30pm
Potrero Hill Neighborhood House
953 De Haro St**

Candidate name: Jill Yee
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*Please write a brief response (up to 200 words) to each question. **Please email the completed questionnaire to contact_us@phdemclub.org by Monday, September 5.** The questionnaires will be made available online to club members.*

Please describe your qualifications for this office.

I have over 40 years of teaching and Administrative experience at CCSF. I was a tenured Psychology Instructor, Department Chair of Behavioral Sciences and Dean of Social Sciences, Behavioral Sciences, Ethnic Studies and Social Justice. I was also a student and know first-hand how CCSF can change lives and its legacy extends across generations.

I have deep institutional knowledge and possess an insider's perspective that will inform my decisions as a steward of the college. CCSF is a very complex institution and I have the advantage of knowing the culture, infrastructure and internal politics. I feel confident I can navigate the competing interests to best serve students and the college as a whole.

I have demonstrated strong leadership at the college by my willingness to present fact-based narratives in my monthly report to the Board of Trustees as Co-Chair of the Administrators Association. I feel I was effective in providing the Board with more context and facts which reflected the college as a whole, rather than just the interest of one constituent group in order to better understand the challenges facing the college.

I have a realistic assessment of the current challenges CCSF is facing and believe I am well positioned to offer leadership that will move the college forward.

If elected, what are your top 3 goals for CCSF? Specifically, how do you plan to accomplish these goals?

1. Ensure the college balances the budget and gets out from under "heightened fiscal monitoring" by the State. CCSF must live within its existing funding and stop deficit spending. CCSF for too long has relied on bailouts and the generosity of taxpayers. As a Trustee, I would insist on tying the budget to enrollment. No longer can we afford to fund low-enrolled classes to keep faculty employed. No longer can the college deny the declining enrollment and hang its hopes on students that don't exist. I would advocate that the college support programs and classes that are sustainable with sufficient enrollment. Resources needs to be redirected to meet students' needs, not because of political pressures or for optics.
2. CCSF needs to prioritize programs that lead to living wage jobs and careers. Not all students want or need a Bachelor's degree. CCSF needs to develop more vocational programs. Community Colleges are receiving millions for Career and Technical Education (CTE) programs. CCSF could do a better job of utilizing those funding sources. As a Trustee, one of the first issue I would look into is bringing back the Airplane Maintenance Program to CCSF.

3. CCSF needs to be accountable to students and increase student success and completion. It's irresponsible for the college to "building enrollment", but ignore the institutional barriers to student completion. As a Trustee, I would shine a light on this issue and hold stakeholders accountable to close the opportunity gap.

Why did you choose to run for a 4-year term and not a 2-year term?

During my career at CCSF, I am proud of the fact that in my leadership roles, I was able to make institutional changes, i.e. I established the Asian American Studies Dept., I brought college courses into SF County Jails, and developed a student service program for formerly incarcerated students. I see myself as a goal-oriented leader.

I wanted to commit to 4 years to affect changes at the college and have sufficient time to see it bear fruit, without the distraction of running for re-election after 2 years.

If you are an incumbent, please tell us what you are most proud of. If you are the challenger, describe something the incumbent(s) did that you would have done differently.

I feel the incumbents have for too long avoided making the hard decisions and denied the reality of declining enrollment, while enabling deficit spending. For years, the incumbents kicked the can down the road to avoid laying off faculty, support staff and administrators. The college continued deficit spending by depleting the reserves, taking out an OPEB loan in order to support a workforce that wasn't sustainable. After an audit, the college was placed on heightened fiscal monitoring and this jeopardized our accreditation, once again. For too long, the Board has given into the "squeaky wheel" bowing to the loudest voice in the room to avoid political fallout or bad optics.

I would have liked to see the college gradually adjust to the declining enrollment more than 7 years ago rather than perpetually engaging in magical thinking that somewhere out there are thousands of students waiting to enroll if only we had the right marketing strategy. There are still many at the college who are pushing this false narrative.

What allocations in the current budget are higher/lower than needed and why? Please describe your current or previous experience with budgetary oversight.

Too many low enrolled classes are allowed to continue and that has siphoned off resources from programs that can actually grow, add more classes and hire faculty. Contractually, the minimum class size is 20 students, but in the 7 years I was a Dean, that has never been enforced. Even private colleges can't afford to support classes with less than 10 students. There is an erroneous assumption at the college that every dollar should go to faculty salaries and adding more classes will attract more students.

What is always underfunded and neglected is the maintenance of facilities. More resources need to be directed to the classrooms that flood when it rains, the rat infested classrooms, the falling ceiling tiles, and the classroom that is more than 80 degrees in Sept. and freezing in the winter because no one can figure out how to control the thermostats in any given building. CCSF is in dire need of electricians, plumbers and carpenters.

As a Dean, it was my responsibility to ensure my 11 Departments developed its class schedules within an allocated budget. My Departments were very productive because I would work with my Department Chairs to schedule classes which were high in demand and offered at optimal times to meet students' needs. As the budget got tighter, it was necessary to make strategic decisions about which classes to offer how many sections.

I also have long-term experience sitting through Board meetings and listening to budget reports and observing Board discussions on budget matters. As a result, I feel I have a good grasp of the

college funding streams and expenditures. Admittedly, I am not a finance person, but I think I understand enough to about the infrastructure to ask the right questions to make sure I had accurate grasp of the issues. I also would know who to approach to explain and access financial information.

In addition to what you might have cited in your goals, what is CCSF doing well that needs to be supported and maintained? How would you support these strengths as a trustee?

Under my supervision, Behavioral Sciences developed the first Cannabis Studies degree in the nation and a Social Work Program. These programs are attracting new students to the college and have established partnerships with community organizations. There is great potential for growth.

These programs lead to jobs and a clear career pathway. The Social Work program is partnering with Episcopal Services who is using their grant to fund the Social Work classes, paid internships and to train faculty. UCSF is experiencing a shortage of social workers and will develop a pipeline to jobs for the graduates. They have agreed to assess students to see if they can start entry level jobs at UCSF to prepare them for social work positions once they graduate.

As a Trustee, I would advocate that resources be directed to programs which are growing, will lead to living wage jobs and meet students' needs. These programs reflect what it really means to be a community college—partnering with the community to meet community needs.

In addition to what you might have cited in your goals, what is CCSF not doing well and how would you bring about improvement or change as a trustee?

CCSF's registration process is notoriously difficult to navigate. With all the tech support at the college, it has yet to iron out the problems. I repeatedly hear complaints from very intelligent, tech savvy colleagues and professionals who have given up registering for classes or had their child attend elsewhere because they couldn't figure out CCSF's registration process. Imagine how challenging it must be for immigrants, ESL students, the tech challenged and disabled students.

The college has poured hugh amounts of money hiring consultants and staff to address the problem with little improvement. I don't believe the experts have ever used a student focus group to identify the challenges.

The Board oversees the operations of the college, so I would convene a meeting with those responsible for programming the registration process and walk through step-by-step to identify and troubleshoot the problems. I would have students present to walk through the process in real time to identify the barriers and expect remedies.

Thank you for taking the time to fill this out, and thanks for running!