

CCSF Candidate Questionnaire - Heather McCarty

1. **Providing more custodial classes and Vocational English as a Second Language programs for limited-English proficient jobseekers and ensuring that there are more classes so that people can schedule flexibly.**
 - Support
 - Oppose

2. **Working with CityBuild Academy to provide Vocational English as a Second Language programs to allow limited-English proficient jobseekers in the impacted Chinatown community to gain access to CCSF workforce development opportunities.**
 - Support
 - Oppose

3. **Expanding language assistance in CityBuild Academy to include Chinese language assistance.**
 - Support
 - Oppose

4. **Increasing funding for Vocational English as a Second Language (ESL) programs at CCSF in order to resume ESL classes to pre-pandemic levels, have more classes scheduled during the weekends, and to have more Vocational ESL programs for the Chinese LEP community (and/or ensure that they include Chinese language assistance.)**
 - Support
 - Oppose

5. **Developing balanced work-study opportunities for CCSF students to earn a living wage while studying.**
 - Support
 - Oppose

6. Allocating additional resources to provide smaller class sizes, especially for English as a Second Language instruction.

- Support

- Oppose

7. Advocating and allocating resources to preserve Cantonese classes at CCSF.

- Support

- Oppose

8. Any notes or explanations for how you answered above?

I will strongly support LEP/ ESL students and programming as well as help support and develop partnerships for job training and workforce development. I want to ensure that City College remains the best avenue for economic and social uplift in San Francisco for everyone.

9. What will you prioritize to ensure the health, success, and longevity of the CCSF Chinatown North Beach campus?

The film Block By Block does an inspired job of capturing the importance of the campus to the community, and I am committed to working to ensure the health, success, and longevity of the campus.

As a trustee, I would:

-Community Engagement: First step would be to strengthen ties with the Chinatown and North Beach communities to ensure course offerings and programs align with local needs and interests.

-Sustainable Funding: Advocate for stable, long-term funding sources, including exploring partnerships with local businesses and community organizations.

-Multilingual Support: Expand resources for ESL students and maintain robust language support services to serve the diverse population.

-Cultural Relevance: Promote culturally relevant curriculum and events that celebrate and reflect the rich heritage of the area.

-Program Support and Expansion: Engage with the Academic Senate to support their efforts to develop and expand Cantonese language offerings and a certificate as well as

certificate and degree programs that cater to local workforce needs and emerging industries.

-Marketing and Outreach: Increase visibility of the campus and its offerings through targeted marketing campaigns in multiple languages.

By focusing on these priorities, we can ensure the Chinatown North Beach campus remains a vital educational hub that serves its community effectively for years to come.

10. What are your goals to increase enrollment at the Chinatown campus?

To increase enrollment at the Chinatown campus, I would focus on the following goals:

-Targeted marketing: Develop multilingual marketing campaigns highlighting unique programs and benefits of the Chinatown campus, using local media, social platforms, and community events.

-Partnerships with local high schools: Establish dual enrollment programs and campus tours for nearby high schools to create a pipeline of new students.

-Expand ESL and vocational programs: Increase offerings in English as a Second Language and career-focused certificates tailored to local job markets.

-Flexible scheduling: Introduce more evening, weekend, and short-term courses to accommodate working adults and non-traditional students.

-Cultural events and workshops: Host regular cultural events and free workshops to attract community members and showcase campus resources.

-Alumni engagement: Leverage successful alumni to speak at local schools and community centers, sharing their experiences and promoting the campus.

-Business partnerships: Collaborate with local businesses for internship programs and specialized training courses, attracting career-oriented students.

-Community education programs: Offer non-credit courses and workshops on topics of interest to local residents, potentially leading to credit enrollment.

-Streamlined enrollment process: Simplify application and registration procedures, providing multilingual support to reduce barriers to enrollment.

11. How will you ensure stabilized funding for CCSF Chinatown campus in the next few years?

To ensure stabilized funding for CCSF's Chinatown campus in the coming years, I would explore the following strategies:

-Diversify funding sources: Actively pursue a mix of public funding, private donations, grants, and corporate partnerships to reduce reliance on any single source.

-Explore establishing a dedicated endowment: Create a Chinatown campus-specific endowment fund, targeting local philanthropists and businesses for long-term support.

-Increase enrollment revenue: Implement targeted marketing and program development strategies to boost student enrollment and associated tuition income.

- Develop revenue-generating programs: Create non-credit courses, workshops, and certificate programs that appeal to working professionals and can generate additional income.
- Pursue cultural grants: Apply for grants specific to preserving and promoting Chinese-American heritage and education.
- Corporate sponsorships: Seek sponsorships from local and international businesses with ties to the Chinese-American community.
- Alumni giving program: Establish a robust alumni network and giving program specifically for Chinatown campus graduates.
- Lobby for increased public funding: Work with local politicians and community leaders to advocate for sustained or increased public funding for the campus.

12. If elected to the City College Board of Trustees, what will be your top three priorities and how will you implement change?

(1) Enrollment challenges: As a trustee, I would advocate for data-driven strategies to boost enrollment, such as expanding partnerships with local high schools and businesses, and enhancing marketing efforts to showcase CCSF's programs.

(2) Financial sustainability: I would focus on responsible fiscal oversight, exploring innovative funding sources, and ensuring efficient resource allocation to maintain CCSF's long-term viability without compromising educational quality, including fiercely advocating for Free City.

(3) Accreditation and governance: The recent accreditation warning highlights the need for improved board governance. I would champion policies that enhance transparency, strengthen shared governance processes, and ensure the board's actions align with accreditation standards.

To effectuate change, I would:

(1) Promote data-informed decision-making by requesting regular reports on key performance indicators and using this information to guide policy decisions.

(2) Foster collaboration by initiating regular meetings with faculty, staff, student representatives, and community stakeholders to gather diverse perspectives on critical issues.

(3) Prioritize long-term strategic planning, ensuring that short-term decisions align with CCSF's mission and future goals and that the college comes into alignment with the Student Centered Funding Formula (SCFF).

旧金山市立大学 候选人问卷 - Heather McCarty 希德·麦卡蒂

1. 为英语能力有限的求职者提供更多清洁与设施维护训练课程,以及职场英语作为第二语言课程,确保有更多课程开设,让求职者灵活安排时间。
 - 支持
 - 反对

2. 与城市建设学院(CityBuild Academy)合作,提供职场英语作为第二语言(ESL)课程,让受疫情影响的华埠社区里英语能力有限的求职者能够获得旧金山市立大学的工作发展机会。
 - 支持
 - 反对

3. 扩大城市建设学院(CityBuild Academy)的语言协助服务并加入中文服务。
 - 支持
 - 反对

4. 增加旧金山市立大学职业英语作为第二语言课程的资金,让课程恢复到疫情前的水平,在周末安排更多课程,为华埠英语能力有限的社群提供更多职场英语作为第二外语课程(以及/或确保学院内有中文语言协助)。
 - 支持
 - 反对

5. 为旧金山市立大学学生开发兼顾工作与学习的机会,让他们就读期间能够赚取赚取足以维持生活的工资。
 - 支持
 - 反对

6. 分配额外资源以提供较小规模的课程,特别是英语作为第二语言的教学。
 - 支持
 - 反对

7. 推动且调配资源以保留旧金山市立大学的粤语课程。
 - 支持
 - 反对

8. 对于上述回答,您有没有什么说明或解释?

我将大力支持英语能力有限(LEP)的学生和英语作为第二语言(ESL)的课程,并发展职业培训与人力发展的合作关系。我要确保市立大学仍然是旧金山每个人实现经济和社会进步的最佳途径。

9. 您将优先考虑哪些事项,来确保旧金山市立大学华埠北岸区分校的良好运作,成功和长期发展?

电影《街区接街区》(Block By Block)很有启发地展现了校园对社区的重要性,我承诺会努力确保校园的健康、成功和长期发展。

作为董事会成员,我会进行:

- 社区参与:首要步骤是加强与华埠和北岸社区的联系,确保课程和学程符合当地需求和兴趣。
- 持续资金:争取稳定的长期资金来源,包括探索与当地企业和社区组织的合作。
- 多语言支持:扩大英语作为第二外语学生的资源,并维持强大的语言支持服务,以服务多元化的人口。
- 文化连结性:推广具有文化连结性的课程和活动,以宏扬和反映该本地丰富的文化遗产。
- 支持和扩展学程:与教务委员会合作,支持他们发展和扩大粤语课程和证书,以及满足当地人力需求和新兴产业的证书和学位课程。
- 行销和推广:透过多语言且精准的行销活动,增加校园及其课程的知名度。

优先处理这些项目,我们可以确保华埠北岸分校在未来多年仍然是一个重要的教育中心,有效地服务社区。

10. 您有什么计划来增加华埠校区的入学率?

为了增加华埠分校的入学率,我会专注以下目标:

- 精准行销:开发多语言行销活动,突出华埠分校的独特课程和优势,在当地媒体、社交平台 and 社区活动曝光。
- 与在地高中合作:为附近高中建立高中大学并修课程和校园参观,创造新生来源。
- 扩大英语作为第二语言和职业课程:增加英语作为第二语言和针对当地就业市场的职业证书课程。
- 灵活的课程安排:推出更多晚间、周末和短期课程,方便在职成年人和非传统学生上课。
- 文化活动和工作坊:定期举办文化活动和免费工作坊,吸引社区成员并展示校园资源。
- 校友参与:利用成功的校友在当地学校和社区中心演讲,分享他们的经验并宣传本校。
- 商业合作:与当地企业合作开展实习计划和专门培训课程,吸引求职导向的学生。
- 社区教育课程:为当地居民提供感兴趣主题的非学分课程和工作坊,这有机会引导居民注册学分课程。
- 简化注册流程:简化申请和注册程序,提供多语言辅助,减少入学障碍。

11. 您将如何确保旧金山市立大学华埠校区在未来几年内获得稳定的资金？

为了确保市立大学华埠分校在未来几年的资金稳定，我会寻求以下策略：

- 多元化资金来源：积极寻求公共资金、私人捐款、补助金和企业合作的组合，减少对单一来源的依赖。
- 探索建立专门的捐赠基金：创建华埠分校特定的捐赠基金，针对当地慈善家和企业寻求长期支持。
- 增加入学收入：实施有针对性的行销和课程开发策略，以提高学生入学率和相关学费收入。
- 开发盈利课程：开设非学分课程、工作坊和证书课程来吸引在职专业人士，可以带来额外收入。
- 争取文化补助金：申请专司保护和推广华裔美国人文化遗产和教育的补助金。
- 企业赞助：寻求与华裔美国社区有联系的当地和国际企业的赞助。
- 校友捐赠计划：专门为华埠分校毕业生建立强大的校友网络和捐赠计划。
- 争取增加公共资金：与当地政治家和社区领袖合作，倡导维持或增加对校区的公共资金。

12. 如果当选为旧金山市立大学董事会成员，您的三大优先事项是什么，您将如何进行改变？

(1) 招生挑战：作为董事会成员，我会倡导采用数据驱动的策略来提高入学率，例如扩大与当地高中和企业的合作，并加强行销努力以展示市立大学的课程。

(2) 财务永续：我会重点进行审慎的财务监督，探索创新的资金来源，确保有效的资源分配，以维持市立大学的长期可行性，同时不影响教育质量，包括坚持倡导市立大学免学费计划 (Free City)。

(3) 认证和治理：最近的办学认证警告突显我们需要改进董事会的治理。我会倡导提高透明度、加强共同治理程序的政策，并确保董事会的行动符合认证标准。

为了实现改革，我会：

(1) 要求定期报告关键绩效指标，并使用这些信息来指导政策决策，促进数据驱动的决策。

(2) 与教职员工、学生代表和社区利益相关者定期举行会议，以收集对关键问题的不同观点，促进合作。

(3) 将长期战略规划放在首位，确保短期决策与市立大学的使命和未来目标一致，并使学院符合以学生为中心的资金计算公式 (SCFF)。