

## Report of Findings

City College of San Francisco Associate Degree Nursing Program  
Continuing Approval Visit  
April 19-20, 2022

### NON-COMPLIANCE:

1424(e) The director and the assistant director shall dedicate sufficient time for the administration of the program.

Since the last Continuing Approval Visit (CAV), April 10-12, 2017, the total administrative reassigned time for the Director and Assistant Director has decreased from a combined total of 120% (Director 100% and Assistant Director 20%) to 70% (Director 50% and Assistant Director 20% overload assignment). The current Director approved February 26, 2021, is the fourth change in the Director position since the last CAV. This is at a time when enrollments continue at the same previously approved levels of 50 students entering two times a year and at a time when the program has increased clinical placement and nursing department requirements. There is need to address the administrative reassigned time allocated for the Nursing Department.

1424(h) The faculty shall be adequate in type and number to develop and implement the program approved by the board.

At the last April 10-12, 2017 CAV, there were 13 full-time faculty and 19 part-time faculty. Currently, there are 8 full-time faculty and 29 part time faculty with 5 (five) unfilled full-time faculty positions and 2 (two) additional full-time faculty planning to retire within the next two years. The full-time faculty are providing all theory instruction for their courses individually and not as a 2-faculty team as approved by the BRN. With an increased reliance on part time faculty for clinical instruction, additional demands are being placed on them to ensure effective course communication, continued student success, consistency in clinical instruction, and meet their department responsibilities. The full-time faculty are carrying overloads greater than the College allowable maximum of 1.4 FTE to meet instructional and department needs. There is need to ensure the adequate type and number of full-time faculty to implement the BRN approved program now and going forward.

### RECOMMENDATIONS:

None.

Donna Schutte, DNSC, RN, NEC

April 20, 2022



# NURSING DEPARTMENT

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May 1, 2022

Donna Schutte, DNSC, RN  
Nursing Education Consultant  
Board of Registered Nursing  
[Donna.Schutte@dca.ca.gov](mailto:Donna.Schutte@dca.ca.gov)  
916 995 7217

Dear Ms. Schutte,

This is a response to the Consultant Approval Report, which I received April, 2022. Per your email, I am submitting this response by the deadline May 5, 2022.

The college is fully committed to providing the program the necessary support and resources to correct the areas of non-compliance.

## Background information

City College of San Francisco (CCSF) is a public community college. The Registered Nursing Program is a two-year Associate Degree Program. Currently we enroll 50 students each semester.

For the last 4-5 years the nursing department has seen a decrease in full-time faculty from 13 full-time faculty to 8 full-time faculty. The decrease is due to a variety of reasons, faculty retiring or returning to work in the public or private sector. There are 29 part-time faculty (includes one licensed pharmacist).

While, we are currently working with a shortage, the faculty remain dedicated to this program and have strived to maintain the high standards of our Registered Nursing Program.

The program has a Director and an Assistant Director. In 2019 we were granted approved to have a position for an Associate Dean who was the Registered Nursing Director, Licensed Vocational Nurse Director, and oversees the Health Aid and Certified Nurse Assistant Program. The Associate Dean was hired in fall 2019. Unfortunately, the Associate Dean quit unexpectedly February 28, 2021. Debra Giusto returned from retirement to be the interim Registered Nursing Director. D. Giusto has 50% Release time for the RN Program (21 hours/week), 29% release time for grant management spring, fall, and summer and 6.7% (0.067) teaching.

Despite our challenges over the past few years, the department has been able to provide quality instruction and achieve the learning outcomes for the program. Some of the highlights include the following:



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The attrition rate has improved, our attrition is below our benchmark of 15%. It is no higher than 11% for our cohorts since we implemented the multi-criterion selection process in spring 2018. Our annual pass rates have consistently averaged above 90%, the final semester narrative exit surveys for graduating students over the last five years demonstrate that there is a persistent, substantive pattern of satisfaction within the Registered Nursing Program, and employee surveys over the last five years demonstrate they are satisfied with our graduate's performance as Registered Nurses.

Area of Non-Compliance: Section 1424(e)

The director and the assistant director shall dedicate sufficient time for the administration of the program.

Non-Compliance:

"Since the last Continuing Approval Visit (CAV), April 10-12, 2017, the total administrative reassigned time for the Director and the Assistant Director has decreased from a combined total of 120% (Director 100% and Assistant Director 20%) to 70% (Director 50% and Assistant Director 20% overload assignment). The current Director approved February 26, 2021, is the fourth change in the Director position since the last CAV. This is at a time when enrollments continue at the same previously approved levels of 50 students entering two times a year and at a time when the program has increased clinical placement and nursing department requirements. There is need to address the administrative reassigned time allocated for the Nursing Department with the return of the Director position reassigned time to 100% with an additional 20% reassigned time for a total of 40% reassigned time for the Assistant Director."

1. The position for the Associate Dean for Nursing Pathways has been posted since March 2021.
2. The position has been posted on a variety of sites, like Indeed and LinkedIn. There have been many recruitment efforts such as, it is addressed at every advisory meeting and outreach to hospital leaders like, University of California San Francisco (UCSF).
3. There were two candidates that applied to the Associate Dean position but were not qualified.
4. There have been no applicants since.
5. Registered Nursing Department leaders (Director, Assistant Director, and the Department Chair) and faculty met with Dr Edith Kaeuper, Dean of Allied Health, Physical Education & Social Services and Tom Boegel, Vice Chancellor of Academic Affairs to address our areas of non-compliance and discuss how we can initiate immediate actions and develop a concrete plan to address how to fill the director position, as well as the full-time faculty vacancies. This meeting was followed by an additional meeting with Chancellor David Martin to address the same concerns.
6. As a result of our actions, we were able to secure approval for a director position that will dedicate 100% of their time to administer the Registered Nursing Program. We are hopeful that this will increase interest and the applicant pool. I am working closely with



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administration and the Department chair and have completed the announcement I anticipate this new position will be posted by the end of May or early June 2022.

7. The job announcement for the Associate Dean of Nursing has been revised to reflect the function of the Director of Nursing. The Associate Dean of Nursing will be dedicated to the RN Program with 100% release time.
8. We have received interest in the Associate Dean position from a qualified candidate that will meet the BRN qualifications.
9. The Assistant Director's release time will be increased from 20% to 40%.

## Area of Non-Compliance: Section 1424(h)

The faculty shall be adequate in type and number to develop and implement the program approved by the board and shall include at least one qualified instructor in each of the areas of nursing required by section 1426(d) who will be the content expert in that area. Nursing faculty members whose teaching responsibilities include subject matter directly related to the practice of nursing shall be clinically competent in the areas to which they are assigned.

## Non-Compliance:

“At the last April 10-12, 2017 CAV, there were 13 full-time faculty and 19 part-time faculty. Currently, there are 8 full-time faculty and 29 part time faculty with 5 (five) unfilled full-time faculty positions and 2 (two) additional full-time faculty planning to retire within the next two years. The full-time faculty are providing all theory instruction for their courses individually and not as a 2-faculty team as approved by the BRN. With an increased reliance on part time faculty for clinical instruction, additional demands are being placed on them to ensure effective course communication, continued student success, consistency in clinical instruction, and meet their department responsibilities. The full-time faculty are carrying overloads greater than the College allowable maximum of 1.4 FTE to meet instructional and department needs. There is need to ensure the adequate type and number of full-time faculty to implement the BRN approved program now and going forward with a minimum of three of the five open full-time faculty positions filled.”

1. Our vacant positions and active recruitment have been happening when positions are approved by the college and posted.
2. Currently the following full-time positions are posted, one for Maternal-Newborn, one for Nursing of Children, and three for Medical-Surgical Nursing.
3. Advertisement/recruitment efforts by the college. The college has posted the job announcements on a variety of sites like, the medical surgical position posted on Inside Higher Ed <https://careers.insidehighered.com/job/2195077/nursing-registered-medical-surgical-nursing-instructor-full-time-tenure-track/>

Also listed on Indeed:

<https://www.indeed.com/jobs?q=Tenure%20Track%20Faculty%20Registered%20Nursing%20CCSF&l=San%20Francisco%2C%20CA&vjk=c649a9d5ea331514>

And Glassdoor: [https://www.glassdoor.com/Job/san-francisco-nursing-faculty-jobs-SRCH\\_IL.0,13\\_IC1147401\\_KO14,29.htm](https://www.glassdoor.com/Job/san-francisco-nursing-faculty-jobs-SRCH_IL.0,13_IC1147401_KO14,29.htm)



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4. Our Dean Dr Edith Kaeuper of Allied Health and I have met with UCSF Nurse leaders from their Education Department regarding recruitment of their nurses to help fill our staffing needs, for the Director and full-time, part-time faculty positions. The Nurse Leaders sent out an email to all staff. We had a good response of qualified candidates for part-time clinical faculty positions.
5. We will meet with UCSF May 11, to reach out to explore other staffing options.
6. In spring 2022 a candidate for Maternal-Newborn was hired but declined the position.
7. A current part-time faculty in Nursing of Children has expressed an interest in the full-time Nursing of Children position, she completes her MSN August 2022.
8. There have been no applicants for the other full-time positions.
9. Currently we have an on-going posting for Registered Nursing Clinical Teaching Assistant Instructor – Amended & extended, (Temporary, Part-time pool).

Thank you for your support and for this opportunity to share this information. Several positive changes are coming.

Should you have any questions, please do not hesitate to contact me at (415)518-0380.

Sincerely,

A handwritten signature in cursive script that reads "Debra M. Giusto".

Debra M. Giusto, R.N., MSN



## SCHOOL OF HEALTH, PHYSICAL EDUCATION & SOCIAL SERVICES

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Donna Schutte, DNSC, RN Nursing Education Consultant Board of Registered Nursing  
Donna.Schutte@dca.ca.gov 916 995 7217

Dear Dr. Schutte,

First, I want to thank you for your virtual visit to our nursing program at City College of San Francisco. We are very proud of our program and want to fully support it in every way.

As requested, I am also writing to provide an action plan for supporting the Registered Nursing Program at City College of San Francisco. You outlined three major points during the exit interview:

1. The first point was that the Associate Dean of Nursing be dedicated to the RN program.
2. The second one was to increase the release time for the Assistant Director from 20% to 40%.
3. The third was to finish hiring three of the five vacant positions.

We have addressed the first finding by rewriting the job announcement for the Associate Dean of Nursing so that it reflects the new focus of the job duties, Director of Nursing. This job announcement should be up on our website shortly. We have already received interest from a viable candidate that will fully meet the BRN criteria for a director by July 1.

We have addressed the second finding by committing to increasing the amount of release time for the Assistant Director from 20% to 40%.

We addressed the third finding by posting active listings for the following positions:

- Nursing-Registered (Pediatrics) Instructor, (Full-Time, Tenured Track)
- Nursing-Registered (Medical-Surgical Nursing) Instructor, (Full-Time, Tenure Track)- 3 positions.
- Nursing-Registered (Maternal/Newborn) Instructor, (Full-Time, Tenure-Track) - AMENDED & EXTENDED



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In addition, the following part-time pool announcement is also active:

- Registered Nursing Clinical Teaching Assistant Instructor - AMENDED & EXTENDED, (Temporary, Part-Time Pool).

We are also currently exploring how we can partner with UCSF to address our staffing needs. We will meet with them on May 11, and we are very hopeful that this will lead to a partnership that will benefit both programs.

Sincerely,

A handwritten signature in cursive script, which appears to read "Edith A. L. Kaeuper".

Dr. Edith A. L. Kaeuper  
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