Priority # 8: To continue to promote a dynamic and supportive organizational climate including improved communication among students, faculty, and staff; development of the talents of faculty and staff; and the promotion of diversity at all levels of the College.

8.1 Ensure that the College’s workforce reflects the diverse communities we serve.

- In the College’s effort to ensure that its workforce reflects the diverse communities we serve, the College has continued to expand its efforts to recruit and hire a diverse faculty.
- The College participates in recruitment fairs in San Francisco and Los Angeles, which emphasize faculty recruitment.
- When departments have openings, they recruit at discipline-specific regional conferences. When an applicant pool is not large enough, CCSF typically reopens the job announcement.
- Openings are posted in multiple venues including the CCC Registry and the Chronicle of Higher Education.
- A diversity question is now part of the College’s regular hiring procedures.

**CCSF added diversity statement in faculty application process**

- Between 2000 and 2007 the number of full time Latino / Hispanic full-time faculty went up 3 %. The number of unknown/ other went up 4 %.

- Between 2000 and 2007 the number of Unknown / Other part time faculty went up 2 %.

- The Affirmative Action office runs anti-discrimination software and identifies problems as they come up.
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8.2 Promote professional development and ensure that it is available to all CCSF employees.

- Technology Learning Center (sub-unit of the Education Technology Office) offers training in E-mail systems, Faculty Web Pages, Word Processing, Spread Sheets.

- Technology Mediated Instruction Office (sub-unit of the Educational Technology Office) offers training in on line and technology mediated instruction.

- SCANS trained faculty in how to make their classes relevant to the work world.

- Trainings were held on SLOs (Student Learning Outcomes).

- Flex Days continues to offer a variety of courses to help faculty/staff develop in terms of their professional/personal life.

- Established & funded the Multicultural Infusion Project which offers a professional development program for faculty as well as sponsor college wide presentation on diversity issues related
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8.3 Continue to develop initiatives that promote social and racial trust among all College constituencies.

- Community College Survey of Student Engagement revealed positive experiences with diversity at CCSF.
- Basic Skills efforts welcome students from diverse academic backgrounds.
- Further, retention programs (Latino Services Network, African American Scholastic Program, Asian Pacific American Student Services, etc.) at the College have been broadened to include students from all different ethnicities, promoting cross-cultural communication and understanding.
- To promote a dynamic environment, which embraces diversity, CCSF established a Diversity Committee which is chaired by the Chancellor and promotes more opportunities for open communication and understanding.
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8.4 Ensure a balance of services for all campuses.

- By establishing Admissions and Enrollment Offices on satellite campuses morale was improved since this helped avoid the perception that the satellite campuses are not a priority.
- In addition, there has been a growth of the CCSF web presence, with more services provided via the Internet. All of this has meant that students do not necessarily need to travel across town to access services and courses that they may need. Employees, too, are more likely to turn to the CCSF website in search of answers and more of them have GroupWise email accounts whereby they get college-wide emails.

- DSPS has new offices at JAD & Mission and an office planned for Chinatown.
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8.5 Promote collaborations among departments and College offices.

- Over time, much collaboration has been created around grants and the leveraging of resources.

- Title 3 grant-funded activities brought faculty together from different disciplines. Through the Basic Skills Initiative, the ESL Partnerships program was funded. The Partnerships program provides for ESL faculty to work with faculty in other departments to identify non-native speakers who are having difficulty succeeding in their classes and provide them with faculty advising, tutoring and small group workshops.

- The retention programs have brought teachers and counselors into collaboration in multiple disciplines. The Design Collaborative has brought various design-related departments together to leverage resources. The MESA program has brought the various science and counseling departments together to work on increasing the numbers of students going into STEM careers.

- **Work done promote N/C-Credit**

- **The Dept. Chair Council is unique & outstanding in this area**

- **CCSF participated in Perkins funding projects collaboratively.**
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8.6 Investigate the feasibility of offering incentives for early retirement for eligible faculty, classified staff, and administrators

- At this time, due to the current financial climate it has not been possible to implement this sub-priority.
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- 8.7 Improve and increase accurate and consistent communications among employees, students, and the larger community about College programs and activities.

- With more faculty / staff having computers in their offices communication and with more faculty / staff trained on GroupWise, communication has been improved via more widespread and more sophisticated use of e-mail. This has also helped us in our communication with students.

- With superior voicemail system, communication has been more efficient and accurate.
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8.8 Implement recommendations of the Enhanced Self-Study as they are approved.

- The Enhanced Self-Study, a joint project of the Chancellor’s Office and the Academic Senate, initiated an intensive examination of the factors promoting and inhibiting student success at City College.
- The overall goal of the initiative was to increase our contribution to student achievement and persistence, achieving higher levels of satisfaction as a result.
- With over 170 faculty, staff, students, and administrators involved on its five Ad Hoc Committees, the Enhanced Self Study produced 38 recommendations, all of which were reviewed by the Ad Hoc Coordinating Council co-chaired by the Chancellor and the President of the Academic Senate.
- Of those presented, 34 were approved by the Council and forwarded to the Academic Senate, while the balance were either merged with another recommendation, withdrawn, or returned to the subcommittee for further consideration.
- Many of the approved recommendations have been implemented while others were in the process of being implemented prior to the recent budget crisis.
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8.9 Continue to raise morale and strengthen the identification with CCSF on the part of all constituencies.

- Environmental Scan reveals that fewer students are being closed out of classes when compared with last Strategic Plan in 2003, with the exception of fall 2009. In fall 2009 classes were cut causing students to be locked out at levels rivaling and in some cases higher than 2003. This has been detrimental to morale.
- More full time faculty positions were created.
- Consolidation positions have been created and CCSF is hiring full time faculty despite the bad economy.
- Broadening the curricula at the neighborhood campuses and increasing credit offerings at Mission, Downtown, Chinatown/NB and Southeast has contributed to less distinction between the neighborhood campuses and the Ocean Campus from the perspective of students and employees, and services are now provided more evenly across the District than they were in 2003.
- College-wide celebrations and receptions in the Wellness Center or the Pierre Coste, as well as centralized professional development events in the Diego Rivera and other venues, bring employees from different campuses together.
- Flex activities and speakers have been a big part of this.
- The college community now more frequently assembles not only at Ocean Campus but also at Mission, John Adams, and Southeast Campuses.
- More campuses now have bookstores where students and employees can purchase items with the CCSF logo on them. Since 2003, increased rotation of teachers, counselors, librarians, classified staff and administrators from campus to campus have been another way of building a sense of unity within the College.

Strategic Priorities from 2003  SP 8.9  Key Accomplishments