EXCELLENCE IN TEACHING, LEARNING, AND SUPPORT SERVICES

Strengthen and improve academic programs and student development programs to enhance student learning outcomes and promote access, progress, and success for all students. Enhance basic skills and noncredit, academic support services, student support services, transfer, and career and technical education.

I. Emphasize the central role of academic freedom in faculty professionalism in fulfilling the teaching and learning component of the CCSF mission.

II. Strengthen and improve academic programs and courses including alignment with the Educational Master Plan, student learning outcomes, and the accreditation self-study.

III. Implement strategies to close achievement gaps for identified groups, increase retention and persistence, and support all students in achieving their goals (e.g., establish approaches for improving basic skills across the curriculum including stronger collaboration with student support services and retention programs; and explore alternative curriculum to enhance progress toward transfer).

IV. Respond to the educational and training needs of students and communities through implementation of workforce, STEM, and community development initiatives (e.g., appropriate internships).

V. Strengthen links between/among basic skills, Transitional Studies, ESL, mathematics, English and CTE programs, including the use of learning strategies such as contractual, project-based learning and job shadowing.

VI. Support faculty and staff in the teaching and learning of best practices, develop professional learning programs that promote these strategies (e.g., basic skills, retention programs, early intervention, tech-enhanced courses), and share the knowledge through professional learning opportunities.

VII. Strengthen collaboration among various departments and segments within the College (e.g., facilitate seamless student movement between credit and noncredit).

VIII. Assess student and academic support systems, under the direction of its departments, and develop and implement strategies to most effectively serve students.

IX. Assess the College curriculum in terms of multicultural perspectives, currency, and inclusiveness as criteria for excellence.
X. Promote a diversified curriculum, including the infusion of multicultural perspectives throughout the curriculum, learning resources, student support services, and staff development initiatives.

XI. Promote the infusion of appropriate sustainability practices and themes into curriculum, learning resources, student support services, and staff development initiatives.

XII. Integrate visual and cultural resources into the institutional life of the College.

XIII. Educate all students and staff on the importance of civic engagement and participation in our democracy.

XIV. Expand out-of-classroom learning activities to provide a range of opportunities, including service learning, internships, tutoring, mentoring, and cultural and recreational activities throughout the district.
COMMUNICATION AND INFORMATION

Improve communication among all CCSF constituencies, including students, alumni and community partners. Coordinate the dissemination of information to these groups.

I. Increase opportunities to engage in communication and collaboration across all constituent groups so that everyone has access to more complete information about college programs, resources, and policies.

II. Strengthen and support College shared governance, including educating the College community about how it works.

III. Design College outreach communications (publications, web, visual, sound) to appeal to local, state, national and global audiences, including translation of print materials into multiple languages.

IV. Coordinate the dissemination of information to potential students to ensure greater success in outreach activities.

V. Collect, analyze, review and disseminate a broad array of relevant data to inform decision making in all areas of the college.

VI. Conduct employer and professional practice surveys to evaluate curriculum competencies.

VII. Reduce paper copies as much as possible in all College communications to promote sustainability efforts.

VIII. Increase use of social media and other communication tools across the College and for communication with the communities the college serves.

IX. Ensure appropriate levels of privacy and security for electronic and other communications.
CAMPUS FACILITIES AND COMMUNITIES

Respond to the changing academic, CTE, student service, cultural and personal goals and needs of students and communities throughout San Francisco.

I. Complete building projects currently in progress, and research the feasibility of adding new campuses or sites, always adhering to College standards for sustainability.

II. Create regular maintenance plans, including retrofits for existing facilities, to meet the needs of programs and students, always adhering to College standards for sustainability.

III. Create a comprehensive plan to implement on-going, consistent outreach services and partnerships in the high schools and local communities.

IV. Collaborate with community partners to create a wrap-around services model for students who need extra support to succeed (i.e., services that contribute to their physical, mental, social and economic well-being offered through the Single-Stop office and other community agencies providing case management).

V. Move toward an appropriate level of services and curricular offerings at each campus including offering basic skills, Transitional Studies, adult education, community programs, ESL, mathematics and English, and CTE courses.

VI. Improve the availability of facilities for classes, tutoring, group study rooms, and labs, especially for teaching basic skills and noncredit.

VII. Collaborate with community partners in promoting sustainability (e.g., develop a green building program).

VIII. Provide sustainable, ergonomic seating, furniture, equipment, and ADA accommodations for all facilities.

IX. Create maintenance plan for visual and cultural resources of the College.
DIVERSITY AND INCLUSIVENESS
Promote diversity and inclusiveness at all levels of the College.

I. Foster a supportive, positive, and productive environment for our diverse employees and students (e.g., more open discussions of what diversity is and means for the CCSF community).

II. Implement strategies to close student achievement gaps for identified groups and groups not yet identified (e.g., transgender students).

III. Maintain a commitment to ensure that all programs and services are in compliance with the Americans with Disabilities Act of 1990 (ADA).

IV. Support and maintain College retention programs and other programs for underserved students and underrepresented students of color.

V. Expand distance education offerings in order to accommodate students who are unable to attend classes at physical locations, including exploring methods to document positive attendance for noncredit online classes.

VI. Increase ability for students from underserved populations to access educational technology (e.g., face-to-face basic skills courses which are tech-enhanced).

VII. Increase the opportunity for students to support other students (e.g., through peer mentors, tutors, and lab aides).

VIII. Create structures that encourage and support student participation from diverse segments of the CCSF community in CCSF's sustainability efforts.

IX. Expand, improve, and promote greater access to financial aid and other support resources for all credit and noncredit students, especially AB540 students.

X. Provide support for and expand the success of underrepresented students in meeting transfer goals.

XI. Improve the registration process to enable students, especially recent graduates of San Francisco high schools, to better access all pre-collegiate courses in a manner that promotes persistence in the sequence.

XII. Develop policies and support systems to increase the success of incoming students on CCSF placement examinations, including the exploration of alternative testing methods and modalities.
TECHNOLOGY
Update technology infrastructure and software to support the College’s vision and mission.

I. Establish a refresh program that updates, recycles or replaces obsolete hardware, software, and infrastructure by investing in cost effective technology and adopting application replacement cycles throughout the district.

II. Encourage departmental collaboration in the procurement and use of equipment and software. Encourage standardization of equipment for simpler maintenance and repair.

III. Increase access and support for appropriate technology-mediated instructional equipment used to enhance student learning (e.g., smart classrooms and instructional labs).

IV. Improve the use of interactive digital technologies especially those used by students (e.g., CCC Apply, application processes for financial aid and certificates of achievement).

V. Make education technology programs and services accessible across all campuses and online, to all faculty including part-timers.

VI. Use technologies to promote sustainable practices, greater efficiencies, and reduce waste (e.g., move toward a paperless environment, especially in the classroom).

VII. Increase access and technological support for distance learning, tech-enhanced and other outside-the-classroom learning modalities.

VIII. Promote integrated systems and consistent policies and procedures for student access to computer labs and other technology resources.

IX. Create structures to evaluate and disseminate information about appropriate technologies and institutional effectiveness.

X. Promote consistent policy and integration of software to better utilize technology and student access.
RESOURCES AND STAFFING
Support workforce practices that are economically, socially, and environmentally sustainable for the College and its employees.

I. Identify dependable funding streams for operational priorities and innovation (e.g., new college initiatives) while ensuring educational excellence and effective and efficient use of College resources.

II. Assess staffing levels across departments and programs and make adjustments that rebalance human resources.

III. Expand the recruitment and hiring of a diverse faculty, staff, and administration through programs such as “Grow Your Own” which creates a pool of diverse candidates.

IV. Explore ways to better address cyclical workloads such as College-wide cooperation and sharing professional expertise.

V. Develop employment policies that ensure sufficient service to employees and students to maintain the continuity of services.

VI. Provide centralized support for the College’s sustainability green efforts.

VII. Promote a district-wide campaign for all employees to “Put students first,” as their needs are the College’s first priority.

VIII. Acknowledge about the value of student support services and the critical collaborations between administration, instruction, student services, and support staff (e.g., clerical, custodial, security) in serving students.

IX. Ensure professional development opportunities are available to all CCSF employees, especially for new faculty, classified staff, and administrators, and conduct periodic assessments of the need for professional development including input from all key college constituencies.

X. Advocate for state policies that provide a more sustainable resource base for community colleges.