

CORE PERFORMANCE INDICATORS (Revised 3-19-03)

City College of San Francisco Strategic Plan

To continually monitor the strategic initiatives of our plan, City College of San Francisco will produce an annual report on our progress and our achievements. The report will serve as a compass to ensure that we are moving in the right direction and meeting our institutional goals. The information from the core indicators will be distributed to our faculty, staff and administrators and included as part of the college's annual progress report to the people of San Francisco.

The core indicators provide the college community with a set of performance measures in each of the eight strategic priorities of the CCSF Strategic Plan.

Strategic Priority 1

The College will ensure student access, progress and success in basic skills.

The College will produce an annual report on the numbers of classes and courses offered in the **area of basic skills**. In addition, the report will contain student success rates for courses and programs completed within the key gateway programs of Mathematics, English, English as a Second Language and Transitional Studies. The annual report will contain a "what is working" section containing instructional and student support programs and interventions that **foster** high levels of success for basic skills students.

Core Indicators:

1. Numbers of courses and sections offered in basic skills annually.
2. Numbers of students accessing basic skills classes annually.
3. Course success rates for students in basic skills classes.
4. Completion rates of students in the basic skills programs.
5. Successful goal achievement of basic skills students.

Strategic Priority 2

Strengthen and improve academic programs, instruction, alternative systems of delivery and student learning outcomes.

During the next three years, the College will be identifying measures to assess student learning outcomes at the course, program and college-wide levels. In addition, progress will be measured by the number of certificates and degrees earned by CCSF students, the numbers of students transferring to a baccalaureate institution and the number of students achieving "transfer ready" status at CCSF.

Core Indicators:

1. The annual number of students attaining degrees and certificates
2. The annual number of students transferring to CSU, UC and private institutions.

3. The annual number of students achieving a status of transfer prepared and transfer ready
4. **Additional measures of student learning outcomes** developed by the college during the next three years—2002 through 2005.
5. Alumni satisfaction surveys

Strategic Priority 3

Promote and support workforce, economic and community development initiatives.

Indicators relate to satisfaction with workforce education and training programs at the College. Other indicators are licensure pass rates, certificates or degrees earned in technical and occupational programs and numbers of employers and employees served by the College's workforce training programs.

Core Indicators:

1. Employer and alumni satisfaction with occupational programs
2. Annual licensure pass rates by occupational programs.
3. Annual number of employers and employees served by contract education programs.
4. Number of degrees and certificates achieved annually by students in occupational programs

Strategic Priority 4

Expand outreach, recruitment, marketing and promotional activities

The major indicator for performance in this area is the annual percentage of the adult population served by the College in San Francisco. Historically, CCSF has had the highest adult participation rate in the state. Other performance measures will be developed by specific College offices responsible for public information, outreach and recruitment.

Core Indicators:

1. Percentage of adult population served by CCSF
2. Number of concurrent high school students enrolled at CCSF
3. Number of students transferring from Noncredit to Credit programs

Strategic Priority 5

Expand student development services related to student learning, retention, course completion, graduation, and job placement

Student development indicators will include institutional performance, as measured by numbers of students receiving financial aid, numbers of student accessing student support services as well as retention and completion rates. Student satisfaction with services will be measured periodically. Additional indicators showing the impact of student development on student learning outcomes will be developed during the next three years.

Core Indicators:

1. Number of students receiving financial aid annually

2. Number of unduplicated students receiving student services annually
3. Student satisfaction with student development services

Strategic Priority 6

Provide a stable pattern of funding for CCSF's strategic priorities

A key indicator will be the reports from the Office of Finance and Administration, comparing current state funding to prior years. Other indicators will be annual reports from the Grants and Development offices on the amount of grants and donations awarded the college. The level of the College's reserve will also provide an indication of the stability of College funding for strategic priorities.

Core Indicators:

1. Annual funds generated by grant-related activities
2. Annual funds generated by development-related activities
3. Maintenance of a fund reserve **between** 3% and 5% of total budget

Strategic Priority 7

Upgrade and expand the utilization of technology systems to enhance learning and optimize organizational effectiveness.

The biennial technology survey of CCSF employees will provide continuous feedback on the level of satisfaction with access to, and use of, technology at the College. Student satisfaction with access to and use of, technology will be measured through periodic student surveys.

Core Indicators:

1. Level of integration and satisfaction with the use of technology in the work of CCSF employees as reported in the college's biennial technology survey
2. Level of student satisfaction with technology-enhanced courses

Strategic Priority 8

Promote a dynamic organizational climate for both students and employees.

Indications of institutional effectiveness focus on regular feedback from both students and employees. **Periodic surveys are carried out, with results disseminated to** administrators, faculty, classified staff and students, **who then** discuss and respond to the findings.

Core Indicators:

1. Levels of satisfaction with college climate through surveys of students and CCSF employees
2. Progress toward diversification of college employees as reported annually in the college staffing report.
3. Level of employee satisfaction with college services **as measured** by biennial employee survey.