

CHANCELLORS GOALS AND OBJECTIVES 1999-2000

The following goals and objectives encompass the planned initiatives of the Chancellor for the academic year 1999-2000, serving as targets of achievement for the Chancellor and a basis for the annual performance evaluation conducted by the CCSF Board of Trustees. Several of the objectives are well underway as a result of initiatives taken in the past year; they are noted as *continuing* or ongoing (indicated by a bracketed C). Other objectives are either *new* or involve substantial new levels of effort (indicated a bracketed N). These objectives represent the initiatives above and beyond the Chancellor's responsibilities for the management of basic administrative operations of the college.

1. To provide leadership for updating and extending the strategic planning process to include the college community and the broader publics of the city and county of San Francisco
 - 1.1. Complete an update for the college's strategic plan, as appropriate, based upon changing environmental challenges and opportunities, including input from the community listening sessions [N]
 - 1.2. Complete a cycle of educational planning for CCSF schools, campuses and district in collaboration with the deans, their staffs, and constituencies [N]
 - 1.3. To initiate the development of an educational technology/telecommunication plan that provides a blueprint for the appropriate application and utilization of technology as a tool to support the district's teaching and learning efforts.

2. To provide leadership for the successful implementation of a cycle of annual institutional plans coupled with integrated unit plans and budgets
 - 2.1. Implement the board-approved Annual Plan for 1999-2000 (attached) [N]
 - 2.2. Develop an institutional review and unit assessment system for the evaluation of successful implementation of annual and unit plans [N]
 - 2.3. Complete a full-year cycle of institutional planning, budgeting, and assessment as begun in 1999 [C]

3. To provide leadership for the completion of an institutional self-study process leading to the re-accreditation of the college
 - 3.1. Support the coordinators and steering committee of the self-study process [C]
 - 3.2. Initiate, encourage and support an enhanced approach to the study process resulting in recommendations and actions to make substantial improvements in institutional operations and services, focusing primarily on areas of the institution affecting the quality of student success [N - To be initiated after the on-site accreditation visit]

4. To continue to provide leadership in maintaining the highest levels of commitment to diversity and equity as it relates to our college's faculty, staff, students, and the community served by CCSF [C]

5. To provide effective support for the CCSF Board of Trustees

- 5.1. Assist the board in the development of enhanced policies and procedures for effectively functioning as the primary governing body for the institution [N]
 - 5.2. Maintain effective information and response communications with the board [C]
 - 5.3. Provide the board with effective monitoring and decision making documents [C]
 - 5.4. Conduct annual planning retreat(s) and workshops for the Board, as needed.
 - 5.5. Keep the Board of Trustees updated on campus developments, issues, and events.
6. To provide leadership for completing the objectives instituted by the Chancellor's Office in prior years
- 6.1. Develop plans and prospects for the Balboa Reservoir area [C]
 - 6.2. Support the continuing development of the Chinatown/North Beach campus site [C]
 - 6.3. Support the continuing development of the Mission campus site [C]
 - 6.4. Continue the development of other CCSF facility projects, including the gymnasium and other renovation projects supported by bond issue funding [N]
7. To provide leadership for expanded development of the college in selected areas of priority
- 7.1. Increase the level of marketing and enrollment development [C]
 - 7.2. Increase the level of technology implementation, including the phased implementation of a comprehensive campus-wide fiber optic network [N]
 - 7.3. Pursue aggressively the recruitment and selection of individuals to fill critical administrative positions, including Vice Chancellor for Student Development, Dean of Counseling, Dean of Financial Aid, Dean of Outreach and Recruitment Services, and Dean of Development
 - 7.4. Continue to refine the organizational structure, focusing on planning/institutional advancement and workforce/economic development
8. To maintain and enhance effective and responsive communications with all internal constituencies
- 8.1. Enhance effective communications and decision making with the shared-governance system [C]
 - 8.2. Enhance effective communications and decision making within the college's administrative organization structure [C]
9. To maintain effective relations with external constituencies and develop opportunities for partnership and collaboration
- 9.1. Maintain effective relationships with the public school administration and specifically implement the first annual joint meeting of the SFUSD/CCSF Boards of Trustees (Educational Roundtable) [C]
 - 9.2. Maintain effective relationships with the public officials of the city [C]
 - 9.3. Maintain effective relationships with leaders of the private sector and develop an organizational response to increased workforce and economic development initiatives [C]
 - 9.4. Maintain effective relationships with the leaders of area colleges and universities [C]
 - 9.5. Initiate a series of meetings on a regular basis between the Board of Supervisors and the District Board of Trustees/Chancellor.

10. To aggressively participate in the state and federal legislative action agendas and work for an appropriate level of support for CCSF
 - 10.1. Participate in state-level activities, including those sponsored by the Chancellor for Community Colleges and the statewide Council of Presidents/Chancellors [C]
 - 10.2. Participate in national-level activities, including service on the boards of the American Association of Community Colleges (AACC) and the American Council on Education (ACE) [C]

11. To maintain professional growth and development opportunities through participation in conference presentations and publication of articles and other writings [C]

As of 8/12/99