

CHANCELLOR'S GOALS AND OBJECTIVES 2000-2001

The following goals and objectives encompass the planned initiatives of the Chancellor for the academic year 2000-2001, 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 by 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 a new cycle of strategic planning**
 - 1.1. Complete the design and adoption of the strategic planning conceptual approach (N)
 - 1.2. Initiate a participatory planning process leading to the production of a new draft five-year strategic plan for CCSF to be completed by June 2002 (N)

- 2. To provide leadership for three enhancements to the CCSF comprehensive planning system**
 - 2.1. Develop and complete an educational master plan for the CCSF schools and campuses in collaboration with the deans, their staff, and constituencies (C)
 - 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 an updated technology plan for the Educational Technology Office and other components of Information Services Technology as appropriate (N)

- 3. To provide leadership for the institutional Enhanced Self-Study process**
 - 3.1. Complete the organizational phase of the study project, including the constitution of study groups (N)
 - 3.2. Complete a cycle of issues analysis and the generation of recommendations leading to improvements in the student flow process and ultimately improving student success rates (N)

- 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**
 - 4.1. To provide leadership in the continuous improvement of our faculty and staff hiring procedures in order to achieve appropriate levels of diversity among our staff (C)
 - 4.2. Continue to provide leadership at CCSF and at the national level for the development of a formal articulation network (and transfer agreements) between urban community colleges and HBCUs (N)

- 4.3. Develop an integrated program to improve the retention and success rates of Hispanic students at CCSF (N)
- 4.4. Support the development of transfer agreements between CCSF and the “Top 100” Hispanic colleges (N)
- 5. To provide effective support for the CCSF Board of Trustees**
 - 5.1. Continue to 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 (C)
- 6. Continue to provide leadership for completing the objectives instituted by the Chancellor’s Office in prior years**
 - 6.1. Continue to follow up on plans and prospects for the Balboa Reservoir area (C)
 - 6.2. Support the continuing development of the Mission Campus site (C)
 - 6.3. Support the continuing development of the Chinatown/North Beach 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 activity to achieve the growth targets of the 2000-2001 Budget (see attached) (C)
 - 7.2. Increase the level of technology implementation, including the phased implementation of a comprehensive, campus-wide fiber optic network (N)
 - 7.3. Continue to refine the organizational structure, focusing on planning/institutional advancement, workforce/economic development, developmental education, and informational and educational technology (C)
- 8. To reestablish the Office of Development under the leadership of the Dean; aggressively initiate activity and projects that assist the College’s development and fund-raising efforts; and increase the college’s fund-raising by at least 10% (grants, financial aid/scholarship support; private giving, and Foundation).**
- 9. To develop and implement an action plan related to the conduct of a successful fund-raising campaign to support and ensure passage of a new local ballot initiative for facilities improvements.**

- 10. To maintain and enhance effective and responsive communications with all internal constituencies**
 - 10.1. Enhance effective communications and decision making within the Shared Governance System (C)
 - 10.2. Enhance effective communications and decision making within the college's administrative organization structure (C)

- 11. To maintain effective relations with external constituencies and develop opportunities for partnerships and collaboration**
 - 11.1. Continue to maintain and enhance effective relationships with the public school's new administration and continue to hold annual joint meetings of the SFUSD/CCSF Boards of Trustees (Educational Roundtable) (C)
 - 11.2. Continue to work closely with all levels of City Government and Administration (C)
 - 11.3. Continue to enhance the working relationships with area colleges and universities (UCSF, USF, SFSU, and other post-secondary entities) (C)

- 12. To aggressively participate in the state and federal legislative action agendas and work for an appropriate level of support for CCSF**
 - 12.1. Continue to participate in state-level activities, including those sponsored by the Chancellor for Community Colleges, the statewide Council of Presidents/Chancellors, and the California League (C)
 - 12.2. Continue to participate in national-level activities, including service on the board of the American Council on Education (ACE), the National Council for Assessment of Vocational Education, Community Colleges for International Development, and the Federation of Community College Systems Serving Urban Cities (RC-2000) (N)

- 13. To maintain professional growth and development opportunities through participation in conference presentations and publication of articles and other writings (C)**