

CHANCELLOR'S GOALS AND OBJECTIVES 2001-2002

The following goals and objectives encompass the planned initiatives of the Chancellor for the academic year 2001-2002, 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 operationalize the Board-approved Annual Institutional Plan for 2001-2002 through the delegation of responsibility to the Vice Chancellors and the major cost center administrators with appropriate oversight and evaluation being provided (see attached).**
- 2. To provide leadership for a new cycle of strategic planning**
 - 2.1. Initiate a participatory planning process leading to the production of a new draft five-year strategic plan for CCSF to be completed by January or June 2003 (N)
 - 2.2. To develop a strategic “**Vision Statement**” which could serve to guide the development of the Strategic Plan with appropriate participation from key constituent shared governance groups
- 3. To provide leadership for the continued enhancements to the CCSF comprehensive planning system**
 - 3.1. Fully implement an institutional review and unit assessment system for the evaluation of the implementation of the colleges' annual management plan (N)
 - 3.2. Continue to refine and develop new performance indicators which support the assessment and review of institutional progress
 - 3.3. Prepare and complete, and begin implementation of a new Technology Plan for the college that includes academic, student, and administrative applications (See Objective #4) (N)
- 4. Provide oversight of leadership to continue the development of college-wide information technology services (*Status: On-Going*)**
 - 4.1. Complete the college-wide technology infrastructure implementation, including desktop applications, network management, expanded user access and support
 - 4.2. Expand educational technology services in the areas of faculty support and development, on-line course development, classroom and laboratory improvements, and support

- 4.3. Explore the feasibility of creating a computer loan program for students
(*Source: Board of Trustees*)
- 5. To provide leadership for the completion of the institutional Enhanced Self-Study process**
 - 5.1. Complete a cycle of issues analysis and the generation of recommendations leading to improvements in services to students which positively impact their rate of success (N)
 - 5.2. Oversee the implementation of the approved recommendations once approved by the shared governance entities
 - 5.3. To oversee and provide leadership for the planning and development of a new Title III grant application to support and address student needs identified through the Enhanced Self-Study
- 6. To provide leadership and oversight to the development of a systematic enrollment development and management planning effort.**
- 7. 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**
 - 7.1. 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)
 - 7.2. 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 urban school districts, as well as HBCUs, HSIs, and Tribal Colleges and Universities (TCUs) (N) (*Source: Board of Trustees*)
 - 7.3. Provide leadership to staff in the development and implementation of an integrated program to improve the retention and success rates of Hispanic and African American students (N) (*Source: Board of Trustees*)
- 8. To provide effective support for the CCSF Board of Trustees**
 - 8.1. Maintain effective information and response communications with the board (C)
 - 8.2. To provide for appropriate follow-up (implementation plans, communications, status reports, etc.) on all Board-sponsored resolutions
- 9. Continue to provide leadership for completing the objectives instituted by the Chancellor's Office in prior years**
 - 9.1. Continue to follow up on plans and prospects for the Balboa Reservoir area (C)
 - 9.2. Support the continuing development of the Mission Campus site (C)
 - 9.3. Support the continuing development of the Chinatown/North Beach Campus site (C)
 - 9.4. Continue the development of other CCSF facility projects, including the Gymnasium, Performing Arts Center, Joint-Use Facility and other

renovation projects supported by bond issue funding (both Phase I and II)
(N)

- 10. To develop and expand 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).**
- 11. To maintain and enhance effective and responsive communications with all internal constituencies**
 - 11.1. Enhance effective communications and decision making within the Shared Governance System (C)
 - 11.2. Enhance effective communications and decision making within the college's administrative organization structure (C)
- 12. To maintain effective relations with external constituencies and develop opportunities for partnerships and collaboration**
 - 12.1. Continue to maintain and enhance effective relationships with the public school's administration and continue to review the possibility of conducting annual joint meetings of the SFUSD/CCSF Boards of Trustees (Educational Roundtable) (C)
 - 12.2. Continue to work closely with all levels of City Government and Administration (C)
 - 12.3. Continue to enhance the working relationships with area colleges and universities (UCSF, USF, SFSU, and other post-secondary entities) (C)
- 13. To aggressively participate in the state and federal legislative action agendas and work for an appropriate level of support for CCSF**
 - 13.1. 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)
 - 13.2. 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) and the National Articulation and Transfer Network (NATN) (N)
- 14. To maintain professional growth and development opportunities through participation in conference presentations and publication of articles and other writings (C)**