

CHANCELLOR'S GOALS AND OBJECTIVES 2002-2003

The following goals and objectives encompass the planned initiatives of the Chancellor for the academic year 2002-2003, 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 2002-2003 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 in the finalization of the new strategic plan to be completed by January. (*Status: On-Going*)**
 - 2.1. Host a series of on-campus hearings throughout the district in order to review planning efforts to date and solicit feedback (N)
 - 2.2. Host a series of meetings/public hearings in the community in order to review planning efforts and solicit additional input (N)
 - 2.3. To incorporate input into final draft for review and approval by the Planning and Budgeting Council, Chancellor, and Board of Trustees (N)
- 3. To provide leadership for the continued enhancements to the CCSF comprehensive planning system.**
 - 3.1. To initiate a review and assessment of the new Planning and Budgeting System for purposes of achieving increasing levels of effectiveness in its application
 - 3.2. To oversee the effective and initial implementation of the new strategic plan (pending Board approval) and its integration into the Annual Planning and Budgeting Process
- 4. To oversee a collegewide initiative that will address the new accreditation standards related to student learning outcomes.**
 - 4.1. To develop and operationalize a Basic Skills Learning Assessment and Accountability system that focuses on the outcomes of our basic skills courses and programs
 - 4.2. To develop an implementation plan to insure that all of our graduation requirements meet both current state rules and regulations, as well as accreditation standards.

5. **Continue to provide leadership to continue the development of college-wide information technology services. (Status: On-Going)**
 - 5.1. Oversee the effective implementation of the network roll-out phase of the project including (but not limited to) desk-top applications for faculty and staff; upgrading of instructional labs; expanded Web-based services and resources; faculty/staff training, etc. (N)
 - 5.2. Oversee development of the highest quality and most cost-effective implementation plan for intercampus connectivity to support voice, video, and data transmission (N)
 - 5.3. Develop operational plan for continuous updating and maintenance of the College's web page (N)
 - 5.4. Explore and implement (as feasible) for CCSF students expanded access to Web-based services and resources, including e-mail, chat rooms, discussion boards, Web-portal, laptop loans, and wireless access (N)
 - 5.5. Explore and evaluate the use of interactive television (IPTV) to deliver educational programming to students at various campuses (N)
 - 5.6. Expand capacity of student support services with computerized assessment centers, electronic educational planning, transcript services, and certified/degree/transfer audit programs (N)
 - 5.7. Expand applications for an improved administrative systems and working environment (N)
 - 5.8. Review College business practices to improve efficiency and productivity (N)

6. **To complete the institutional Enhanced Self-Study and oversee the final stages of the review, approval, process of appropriate shared governance entities and implement (as feasible) recommendations leading to improvements in services to students.**
 - 6.1. To oversee and provide leadership to the effective implementation of the new Title III program
 - 6.2. To provide leadership and oversight to complete mid-term accreditation report

7. **To provide leadership and oversight to the development of a systematic enrollment development and management planning effort. (Status: On-Going)**
 - 7.1. To continue to enhance the college's marketing and information outreach efforts in order to support enrollment development goals and objectives

8. **To provide effective leadership in the initial phases of start-up and implementation of the Prop A Capital Projects activity. (New)**
 - 8.1. Oversee the appropriate and effective utilization of the Citizen's Oversight Committee (N)
 - 8.2. To provide leadership to the College's Master Planning process (N)
 - 8.3. Provide necessary leadership to insure the appropriate oversight and cost-effective management of all projects (N)

- 8.4. To provide leadership on the negotiations related to the PLA and to the appropriate revisions of our SLBE Policy and Program per AB1084.
- 9. 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.**
 - 9.1. 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)
 - 9.2. Continue to provide leadership at CCSF and at the national level for the continued development of the National Articulation and Transfer Network (and transfer agreements) between urban school districts, urban community colleges, HBCUs, HSIs, and Tribal Colleges and Universities (TCUs) (N) (*Source: Board of Trustees*)
 - 9.3. Provide leadership to staff in the development and implementation of an integrated program to improve the retention and success rates of Hispanic, Asian, Filipino and African American students (N) (*Source: Board of Trustees*)
- 10. To continue to provide effective support for the CCSF Board of Trustees to insure that they are able to effectively carry out their vital role as policy makers for the San Francisco Community College District. (NOTE: It is acknowledged that some of the Board's duties as policy makers includes *but is not limited to* adopting programs and policies which support the institutional mission, goals, and strategic plan; monitoring the progress towards achieving institutional goals and annual planning objectives; supporting the college while holding it accountable; delegating to the Chancellor the responsibility and authority to effectively manage the operations of the college [in consultation with shared governance entities] in order to achieve desired outcomes).**
 - 10.1. Develop a master planning calendar that provides the Board with the opportunity for timely review of planning, budgeting and assessment documents e.g., Mid-Year and End of Year Assessment, Year Ahead Report, Management Plan, Strategic Plan, Annual Plan, Preliminary Budget, Final Budget, Chancellor's Evaluation and Objectives; periodic progress reports, Educational Master Plan, and other relevant plans and reports
 - 10.2. Develop a master schedule for annual Board retreats (at least 2 per year) and implement
 - 10.3. Assist in development of a Board Evaluation process, working in concert with the Board
 - 10.4. Plan, develop, and implement a new scheduling approach for Board Committee meetings
- 11. Continue to provide leadership for completing the objectives instituted by the Chancellor's Office in prior years.**
 - 11.1. Continue to follow up on plans and prospects for the Balboa Reservoir area (C)

- 11.2. Support the continuing development of the Mission Campus site (C)
 - 11.3. Support the continuing development of the Chinatown/North Beach Campus site (C)
 - 11.4. 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) (C)
- 12. 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).**
- 12.1. Complete the restructuring of the Foundation's Board of Directors
 - 12.2. Develop a resource development plan which provides ongoing direction to the Development Office, the new Foundation, and the Grants and Research Office.
- 13. To maintain and enhance effective and responsive communications with all internal constituencies.**
- 13.1. Enhance effective communications and decision making within the Shared Governance System (C)
 - 13.2. Enhance effective communications and decision making within the college's administrative organization structure (C)
 - 13.3. To provide leadership in the continued assessment and review of City College's shared governance system and ways that it can be improved, particularly in relationship to student and classified staff involvement
- 14. To maintain effective relations with external constituencies and develop opportunities for partnerships and collaboration.**
- 14.1. Continue to maintain and enhance effective relationships with the public school's administration and continue to conduct annual joint meetings of the SFUSD/CCSF Boards of Trustees (Educational Roundtable) (C)
 - 14.2. Continue to work closely with all levels of City Government and Administration (C)
 - 14.3. To oversee and provide leadership to the continued expansion of our workforce development initiatives and plans particularly in area of transportation; construction/building trades; Bio-tech; and Mission Bay and Third Street Corridor, Workforce Investment Act/WIB.
 - 14.4. Continue to enhance the working relationships with area colleges and universities (UCSF, USF, SFSU, and other post-secondary entities) (C)
- 15. To aggressively participate in the state and federal legislative action agendas and work for an appropriate level of support for CCSF.**
- 15.1. 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)

15.2. 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)

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

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