

## CHANCELLOR'S GOALS AND OBJECTIVES 2003-2004

The following goals and objectives encompass the planned initiatives of the Chancellor for the academic year 2003-2004, 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 2003-2004 through the delegation of responsibility to the Vice Chancellors and the major cost center administrators with appropriate oversight and evaluation being provided (see attached).**
  - 1.1. Oversee operationalization of 2003-2004 Annual Plan and its assessment (*Status: New*)
  - 1.2. Oversee preparation of succeeding Annual Plan for 2004-2005, including proposed enhancements (*Status: New*)

**Note: Related Strategic Planning Objectives (SPO): #6 and #8**  
**Related Annual Planning Objectives (APO): Oper. Obj.: 1-5; Dev. Obj.: 6.0**
  
- 2. To provide leadership for the continued enhancements to the CCSF comprehensive planning system.**
  - 2.1. Finalize the development of the Planning and Budgeting Guide and Manual for purposes of documenting the existing planning and budgeting system (*Status: On-Going*)
  - 2.2. Continue to review and assess the Planning and Budgeting System within the context of the college's self-study process for purposes of achieving increasing levels of effectiveness in its application (*Status: On-Going*)

**Note: Related SPO: 8.0 and #6**  
**Related APO: 8.3**
  
- 3. To develop and implement a leadership structure for the upcoming institutional self-study scheduled for completion no later than January, 2006.**
  - 3.1. Work collaboratively with leadership of the shared governance entities to determine appropriate personnel to guide the institutional self study process and coordinate efforts of Self Study Steering Committee (*Status: New*)
  - 3.2. Continue to oversee the implementation of a college-wide initiative related to student learning outcomes (*Status: On-Going*)

- 3.3. Continue to operationalize a Basic Skills Learning Assessment and Accountability system that focuses on the impact and outcomes of our basic skills courses and programs, particularly for students of color (*Status: On-Going*)
- 3.4. Continue to put emphasis on the development of an implementation plan to insure that all of our graduation requirements meet both current state rules and regulations, as well as accreditation standards (*Status: On-Going*)

**Note:**   **Related SPO: #1, #2, #5**  
          **Related APO: #1, #2, #5**

**4. Continue to provide leadership to continue the development of college-wide information technology services. (*Status: On-Going*)**

- 4.1. Oversee the second phase of the network rollout project including (but not limited to) printer sharing, fax sharing, and infoport access expansion (C)
- 4.2. Oversee development of the highest quality and most cost-effective implementation plan for intercampus connectivity to support voice, video, and data transmission (N)
- 4.3. Develop operational plan for continuous updating and maintenance of the College's web page (N)
- 4.4. 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)
- 4.5. Explore and evaluate the use of interactive television (IPTV) to deliver educational programming to students at various campuses (N)
- 4.6. Expand capacity of student support services with computerized assessment centers, electronic educational planning, transcript services, and certified/degree/transfer audit programs (N)
- 4.7. Expand applications for an improved administrative systems and working environment (N)
- 4.8. Review College business practices to improve efficiency and productivity (N)

**Note:**   **Related SPO: #7**  
          **Related APO: #7.1-7.4**

**5. To continue to monitor and oversee the review and approval process for the Enhanced Self-Study recommendations through the appropriate shared governance entities and implement (as feasible) the recommendations leading to improvements in services to students. (*Status: On-Going*)**

- 5.1 Oversee and provide leadership to the continued and effective implementation of the new Title III program to improve services for basic skills students and to increase their levels of achievement (C)

**Note:**   **Related SPO: #1, #5, #8.8**  
          **Related APO: #1, #5**

**6. To continue to provide leadership and oversight to the development of a systematic enrollment development and management planning effort. (*Status: On-Going*)**

- 6.1 Maintain the college's marketing and information outreach efforts in order to support enrollment development goals and objectives (C)
- 6.2 Expand our outreach communication efforts to San Francisco's diverse community (C)

**Note: Related SPO: #4**  
**Related APO: #4**

**7. To provide effective leadership in the planning and implementation of Prop A Capital Projects activity. (On-Going)**

- 7.1. Facilitate the appropriate and effective utilization of the Citizen's Oversight Committee (N)
- 7.2. Provide leadership to finalization of the College's Master Planning process while insuring significant public input into the approval process (N)
- 7.3. Provide necessary leadership to insure the appropriate oversight and cost-effective management of all projects (N)
- 7.4. Provide leadership on the negotiations related to the PLA and to the appropriate revisions of our SLBE Policy and Program per AB1084

**Note: Related SPO: #6**  
**Related APO: #6**

**8. 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. (Status: On-Going)**

- 8.1. 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)
- 8.2. 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*)
- 8.3. 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*)

**Note: Related SPO: #1, #2, #5, #8**  
**Related APO: #1, #2, #5, #8**

**9. 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 in adopting programs and policies which support the vision, mission, goals, and strategic priorities of the institution; monitoring the progress towards achieving institutional goals and annual planning objectives; supporting the college while holding it accountable; delegating to the Chancellor and administration the full authority and responsibility to effectively manage the institution (in consultation with shared governance entities) in order to achieve desired outcomes. (Status: On-Going)**

- 9.1. 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, a Budget Plan, Chancellor's Evaluation and Objectives; periodic progress reports, Educational Master Plan, and other relevant plans and reports (C)
- 9.2. Develop a master schedule for annual Board retreats (at least 2 per year) and implement (C)
- 9.3. Continue to operationalize the new scheduling approach for Board Work Sessions and regular meetings (C)

- 9.4. Develop an appropriate follow-up strategy related to the issue of the Board approved resolution related to the City's Sunshine Ordinance (C)
- 9.5. Develop a calendar for regular policy review and monitoring by the Board of Trustees
- Note: Related SPO: #8 and Strategic Imperative #5**

**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 capabilities through grants, financial aid/scholarship support; private giving, and Foundation. (Status: On-Going)**

- 10.1 Complete the restructuring of the Foundation's Board of Directors (C)
- 10.2 Finalize the development of an Institutional Advancement Plan which provides ongoing direction to the Development Office, the Foundation, and the Grants and Research Office (C)

**Note: Related SPO: #6  
Related APO: #6**

**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 and insure that Board policies related to the Shared Governance (minutes) be followed (C)
- 11.2. Enhance effective communications and decision making within the college's administrative organization structure (C)
- 11.3. Follow-through with the planned implementation of a Program Review of City College's shared governance system and ways that it can be improved, particularly in relationship to student and classified staff involvement

**Note: Related SPO: #6, #8  
Related APO: #8**

**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 conduct 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. 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.
- 12.4. Continue to enhance the working relationships with area colleges and universities (UCSF, USF, SFSU, and other post-secondary entities) (C)

**Note: Related SPO: #3, #6, #8  
Related APO: #2, #3, #4, #8**

**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 services in support of the American Council on Education (ACE), American Association of Community Colleges, the National Council for Assessment of Vocational Education, the Federation of Community College Systems Serving Urban Cities (RC-2000), and the National Articulation and Transfer Network (NATN) (N)

**Note:    Related SPO: #6**  
**Related APO: #4, #6**

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

**Note:    Related SPO: #8**  
**Related APO: #8**

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