

CHANCELLOR'S GOALS AND OBJECTIVES 2004-2005

The following goals and objectives encompass the planned initiatives of the Chancellor for the academic year 2004-2005, 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 on over 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 2004-2005 through the delegation of responsibility to the Vice Chancellors and the major cost center administrators with appropriate oversight and evaluation being provided. (N)

- 1.1. Oversee operationalization of 2004-2005 Annual Plan and its assessment (*N*)
- 1.2. Oversee preparation of succeeding Annual Plan for 2005-2006, including proposed enhancements (*N*)
- 1.3. Effective implementation of the response to the Institutional Audit and the re-engineering process outlined in the Institutional Response Action Plan (*N*)
- 1.4. Continue to review and assess the Planning and Budgeting System (PBS) using the forthcoming evaluation associated with the Institutional Self-Study as a mechanism to identify potential areas of strength and improvement (*C*)

**Note: Related Strategic Planning Objectives (SPO): #6 and #8
Related Annual Planning Objectives (APO): Oper. Obj.: 1-5; Dev. Obj.: 6.0
Related SPO: 8.0 and #6
Related APO: 8.3**

2. To continue to provide leadership structure to the institutional self-study scheduled for completion no later than January, 2006. (C)

- 2.1. To initiate a review and analysis of evidence in order to ascertain the College's success in meeting accreditation standards. (*N*)
- 2.2 Provide leadership to the second phase of the Institution's Self-Study process, including analysis of the six major themes. (*N*)

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 (C)

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

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 (C)**

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

5. **Continue to provide leadership to continue the development of college-wide information technology services. (C)**

- 5.1 Provide leadership for key bond-funded technology projects, including intercampus connectivity, document imaging, and classroom/laboratory technology improvements (C)
- 5.2 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 (C)
- 5.3 Explore and evaluate the use of interactive television (IPTV) to deliver educational programming to students at various campuses (C)
- 5.4 Expand capacity of student support services with electronic educational planning and certified/degree/transfer audit programs (C)
- 5.5 Review College business practices to improve efficiency and productivity, especially in administration areas using Banner applications (C)

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

6. **To oversee and provide leadership to the selection and appointment of key faculty and administrators as resources become available (C)**

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

7. **To continue to provide leadership and oversight to the development of a systematic enrollment development and management planning effort. (C)**

- 7.1 Maintain the college's marketing and information outreach efforts in order to support enrollment development goals and objectives (C)
- 7.2 Expand our outreach communication efforts to San Francisco's diverse community (C)
- 7.3 Develop a strategic marketing initiative focused on expanding International Student enrollment (N).

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

8. Continue to provide effective leadership in the planning and implementation of Prop A Capital Projects activity. (C)

8.1 Facilitate the appropriate and effective utilization of the Citizen's Oversight Committee (C)

8.2 Provide necessary leadership to insure the appropriate oversight and cost-effective management of all projects (C):

Balboa Berm Removal (Const.)	Downtown Campus (Const.)
Joint-Use Facility (Pre-Planning)	Performing Arts Center (Pre-Planning)
John Adams (Plan./Const.)	Student Health Services Bldg (Plan./Const.)
Child Care Center (Plan/Const.)	Chinatown/North Beach (Planning)
Community Health & Wellness Complex (Plan./Const.)	Mission Campus (Plan./Const.)

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

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. (C)

9.1 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)

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) (C)

9.3 Provide leadership to staff in the planning and development of a comprehensive multicultural diversity initiative which links retention services, basic skills, faculty, and curriculum development (N)

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

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 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. (C)

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, a Budget Plan, Chancellor's Evaluation and Objectives; periodic progress reports, Educational Master Plan, and other relevant plans and reports (C)

10.2 Develop a master schedule for annual Board retreats (at least 2 per year) and implement (C)

10.3 Continue to operationalize the new scheduling approach for Board Work Sessions and regular meetings (C)

10.4 Finalize and report on recommendations related to the City's Sunshine Ordinance Task Force (C)

10.5 Develop a calendar for regular policy review and monitoring by the Board of Trustees (C)

Note: Related SPO: #8 and Strategic Imperative #5

11 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. (C)

11.1 Initiate the implementation of the various projects outlined in the Institutional Advancement Plan. (N)

11.2 Development of plan to implement a capital campaign that would provide a framework for direct donor solicitation. (N)

11.3 To continue to develop the asset base of the Foundation. (N)

Note: Related SPO: #6

Related APO: #6

12 To maintain and enhance effective and responsive communications with all internal constituencies. (C)

12.1 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)

- 12.2 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 (C)
- 12.3 Develop and implement a creative communications strategy that focuses on maintaining the highest level of communication with our internal constituencies with an emphasis on decision-making within the College's Shared Governance and Administrative organization structure (N)
- 12.3 Explore the feasibility of overseeing a "Climate Survey" for the College (N)
- 12.4 Develop operational plan for continuous updating and maintenance of the College's web page (C)

Note: Related SPO: #6, #8

Related APO: #4 #8

13 To maintain effective relations with external constituencies and develop opportunities for partnerships and collaboration. (C)

- 13.1 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)
- 13.2 Continue to work closely with all levels of City Government and Administration and community-based organizations to build capacity to meet the training and employment needs of the community(C)
- 13.3 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, and Global Information Systems (GIS). (C)
- 13.4 Continue to enhance the working relationships with area colleges and universities (UCSF, USF, SFSU, and other post-secondary entities [e.g., CSU, Fresno]) (C)
- 13.5 Develop and implement a creative communications strategy that focuses on maintaining the highest level of communication with our external constituencies (N)

Note: Related SPO: #3, #6, #8

Related APO: #2, #3, #4, #8

14 To aggressively participate in the state and federal legislative action agendas and work for an appropriate level of support for CCSF. (C)

- 14.1 Continue to participate in local, state and national-level activities, including those sponsored by the City of San Francisco, Chancellor for Community Colleges, the statewide Council of Presidents/Chancellors, and the California League (C)
- 14.2 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) (C)

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

15 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**