

CHANCELLOR'S GOALS AND OBJECTIVES 2005-2006

The following goals and objectives encompass the planned initiatives of the Chancellor for the academic year 2005-2006, 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) SPO8, APO3(O), APO4(O)**
 - 1.1 Oversee operationalization of 2005-2006 Annual Plan and its assessment (N) SPO8, APO5(O), APO8(D), APO3(O), APO4(O)
 - 1.2 To initiate an on-going fiscal and program expenditure review in order to focus on short-term and long-term spending issues and priorities (N) SPO8, APO5(O), APO8(D), APO3(O), APO4(O)
 - 1.3 Oversee preparation of succeeding Annual Plan for 2006-2007, including proposed enhancements (N) SPO8, APO5(O), APO8(D), APO3(O), APO4(O)
 - 1.4 Implement the recommendations brought forth through the 2004-2005 evaluation of the Planning and Budgeting System (PBS) in order to further improve the PBS, including the development of an improved process for insuring that the Board's and the PBC's roles in the oversight, monitoring, and assessment functions are more effectively carried out. (C) APO3 (O), SPO8, APO5 (O)

- 2. To continue to provide leadership structure to the institutional self-study scheduled for completion no later than January, 2006. (C) SPO2, SPO3(O)**
 - 2.1 To initiate a review and analysis of evidence in order to ascertain the College's success in meeting accreditation standards. (N) SPO2, APO3(O), APO2(O)
 - 2.2 Provide leadership to the second and final phase of the Institution's Self-Study process, including analysis of the six major themes, the oversight of the accrediting team's visit and all required institutional follow-up and responses (N) SPO2, APO2(D)

- 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) SPO1, APO1(O), APO1(D)**

4. **Continue to provide leadership to continue the development of college-wide information technology services. (C) SPO7, APO3(O), APO7(D)**
 - 4.1 Provide leadership for key bond-funded technology projects, including intercampus connectivity, document imaging, and classroom/laboratory technology improvements (C) SPO7, APO3(O), APO7(D)
 - 4.2 Continue to 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) SPO7, APO3(O), APO7(D)
 - 4.3 Expand capacity of student support services with electronic educational planning and certified/degree/transfer audit programs (C) SPO1, APO1(O), APO1(D)
 - 4.4 Review College business practices to improve efficiency and productivity, especially in administration areas using Banner applications (C) SPO1, APO3(O), APO7(D)

5. **To oversee and provide leadership to the selection and appointment of key faculty and administrators as resources become available. (C) SPO8, APO8(D)**

6. **To continue to provide leadership and oversight to the development of a systematic enrollment development and management planning effort. (C) SPO4, APO4(D)**
 - 6.1 Expand the college's marketing and information outreach efforts in order to support enrollment development goals and objectives (C) SPO4
 - 6.2 Expand our outreach communication efforts to San Francisco's diverse community (C) APO4(D)
 - 6.3 Expand and implement a strategic marketing initiative focused on expanding International Student enrollment (N) APO4(D)

7. **Continue to provide effective leadership in the planning and implementation of Prop A Capital Projects activity. (C) SPO3, APO3(O), APO4(O)**
 - 7.1 Facilitate the appropriate and effective functioning of the Citizens' Oversight Committee with particular attention to ensuring the timely delivery of an annual report (C) SPO3, APO3(O), APO4(O)
 - 7.2 Provide necessary leadership to insure the appropriate oversight and cost-effective management of all projects: (C) SPO3, APO3(O), APO4(O)

Downtown Campus (Complete Const.)	Mission Campus (Plan./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.)	
 - 7.3 Provide necessary leadership for the effective implementation of the College's Master Plan, including the EIR Mitigation Strategies. (C) SPO3, APO3(O), APO4(O)

- 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. (C) SPO8, APO8(D)**
 - 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) **SPO8, APO8(D)**
 - 8.1 Continue to provide leadership 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) **APO8(D), SPO8**
 - 8.2 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) **SPO5, APO2(O), APO5(O)**
 - 8.3 Evaluate existing District EEO/AA policies and oversee the development and adoption of a new District policy on diversity and equity that provides for a framework for hiring, contracting, and student services programming procedures and practices (N) **SPO8, APO8(D)**

- 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. (C) SPO8, APO3(O), APO4(O)**
 - 9.1 Develop a 2005-2006 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 and work with the Board to develop a formal process for reviewing these documents (C) **SPO8, APO3(O), APO4(O)**
 - 9.2 Develop a master schedule for annual Board retreats (at least 2 per year) and implement (C) **SPO8, APO3(O), APO4(O)**
 - 9.3 Continue to operationalize the scheduling approach for Board Work Sessions and regular meetings (C) **SPO8, APO3(O), APO4(O)**
 - 9.4 Propose, plan, and begin implementing regular policy review and monitoring by the Board of Trustees (C) **SPO8, APO3(O), APO4(O)**

10. To develop and expand the College's development efforts through the creation of a new College division entitled "Institutional Advancement," after deliberative consultation with key constituencies (i.e. shared governance), to further increase the College's fund-raising capabilities through grants, financial aid/scholarship support; private giving, and the Foundation. (N) SPO6, APO3(O), APO6(D)

10.1 Continue the implementation of the various projects outlined in the current Institutional Advancement Plan (N) SPO6, APO3(O), APO6(D)

10.2 To continue to develop the asset base of the Foundation (N) SPO6, APO3(O), APO6(D)

10.3 Update the Institutional Advancement Plan (N) SPO6, APO3(O), APO6(D)

10.4 Implement an alumni development module that is complimentary to the District's current technology (N) SPO6, APO3(O), APO6(D)

10.5 Begin operationalizing the alumni development module and its related activities (N) SPO6, APO3(O), APO6(D)

10.6 Facilitate an annual joint meeting between the Board of Trustees and the Foundation's Board of Directors that will enable the two boards to work together towards meeting development goals.

11. To maintain commitment to improving effective and responsive communications with all internal constituencies. (C) SPO7, APO3(O), APO7(D)

11.1 Promote effective communications and decision making within the Shared Governance System and insure that Board policies related to the Shared Governance (minutes) be followed (C) APO3(O), APO5(O)

11.2 Continue to 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) SPO7, APO8(D)

11.3 Implement operational plan for continuous updating and maintenance of the College's web page (C) APO7(D), APO5(O)

11.4 Utilize the Shared Governance Review recommendations to enhance the effectiveness of the Shared Governance System with particular emphasis on participation by all constituent groups.

12. To maintain effective relations with external constituencies and develop opportunities for partnerships and collaboration. (C) SPO3, APO3(D), APO4(O)

12.1 Continue to maintain an effective working relationship with the SFUSD (C) SPO4, APO4(O)

12.2 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) APO4(D)

- 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, and Global Information Systems (GIS) (C) **APO4(D)**
- 12.4 Continue to maintain effective working relationships with area colleges and universities (UCSF, USF, SFSU, and other post-secondary entities [e.g., CSU, Fresno]) (C) **APO4(D)**
- 12.5 Continue to implement a creative communications strategy that focuses on maintaining the highest level of communication with our external constituencies (N) **APO4(D)**

13. To aggressively participate in the state and federal legislative action agendas and work for an appropriate level of support for CCSF. (C) SPO6, APO3(O), APO6(D)

- 13.1 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) **SPO6, APO3(O), APO6(D)**
- 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) (C) **SPO6, APO3(O), APO6(D)**

14. To maintain professional growth and development opportunities through participation in conference presentations and publication of articles and other writings. (C) SPO8, APO4(O)