

STRATEGIC PLAN WITH IMPLEMENTATION SCHEDULES

STRATEGIC PRIORITY 2:

To continue to emphasize the strengthening and improvement of academic programs and courses, instruction, alternative systems of delivery, and success in achieving student learning outcomes.

STRATEGIC PLAN IMPLEMENTATION SCHEDULE

Strategic Objective 2.1: Address and resolve graduation requirement issues.

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Address and resolve graduation requirement issues.	1. Review current graduation requirements for both math and English; recommend modifications in compliance with all laws and regulations.	2003/4	Vice Chancellor Academic Affairs In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	Resolution of CCSF graduation requirements for AA/AS degree.
	2. Implement new requirements.	2003/4		N-H	

Key for the codes in Resource Column: H- high cost, M = medium cost, L = low cost, N = no cost, R = reallocation recommended

Strategic Objective 2.2: Continue to diversify the curriculum across the College.

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Strive to make multicultural perspectives and civic engagement the norm for all disciplines, as appropriate.	1. Establish a core of faculty trained in multicultural and civic engagement approaches to teaching and learning.	Fall 2003/4 and ongoing	Vice Chancellor Academic Affairs School Deans Dean Research, Planning & Grants	L-M	Increase the number of courses with multicultural perspectives; increase the number of courses with a perspective on civic engagement.
	2. Revise and modify courses, as appropriate, including course content, assignments and teaching techniques to include multicultural perspectives and civic engagement issues.	Fall 2003 and ongoing	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	3. Pursue additional funding to support ongoing projects and new initiatives related to multiculturalism and civic engagement.	Fall 2004 and ongoing		N	
b. Provide faculty and staff training and professional development opportunities in multicultural perspectives.	1. Develop a long-term plan to provide professional development forums on multiculturalism and civic engagement for faculty throughout the college.	2003/4	Vice Chancellor Academic Affairs School Deans Dean Research, Planning & Grants	N	Increase the number of faculty integrating multicultural perspectives in their courses.
	2. Seek additional funding to support plan.	2003-2005	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	3. Implement plan.	2004-2007		M	
c. Provide instruction that	1. Continue and expand staff	2004/5 and	Vice Chancellor Academic	N-L	Increase the number of

<p>accommodates a diversity of student learning styles.</p>	<p>development activities on diverse styles of learning for current and new faculty.</p> <p>2. Evaluate impact of program on instructors and students.</p>	<p>ongoing</p> <p>2006/7</p>	<p>Affairs Assoc Dean Human Resources School Deans Dean Research, Planning & Grants</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>N</p>	<p>faculty utilizing diverse modes of instruction to accommodate student learning styles.</p>
<p>d. Assess the College curriculum in terms of multicultural perspectives, currency and inclusiveness as criteria for excellence.</p>	<p>1. Develop assessment instrument to examine faculty views on multiculturalism.</p> <p>2. Conduct a college-wide study.</p> <p>3. Disseminate report on findings.</p>	<p>Fall 2004</p> <p>Spring 2005</p> <p>Spring 2005</p>	<p>Dean Research, Planning & Grants</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>N</p> <p>N</p> <p>N</p>	<p>A comprehensive understanding of the scope and extent of the integration of multiculturalism as a key criterion for the education of students at CCSF.</p>

Key for the codes in Resource Column: H- high cost, M = medium cost, L = low cost, N = no cost, R = reallocation recommended

Strategic Objective 2.3: Promote instructional methods and deliveries that optimize student success, including such programs as distance/on-line learning, interdisciplinary and competency-based programs, collaborative and project based learning, learning communities, integrated learning and cross-disciplinary initiatives, as well as successful traditional methodologies.

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Promote instructional methods and deliveries that optimize student success, including such programs as distance/on-line learning, interdisciplinary and competency-based programs, collaborative and project based learning, learning communities, integrated learning and cross-disciplinary initiatives, as well as successful traditional methodologies.	1. Review literature on effective methods of delivering instruction, current methods of instructional delivery at CCSF, and make recommendations, as appropriate, for promoting alternative instructional approaches at CCSF.	Spring 2004	Vice Chancellor Academic Affairs Dean Research, Planning & Grants School Deans In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	Increase in the number of courses and classes using successful methods of delivery of instruction, where appropriate.
	2. Develop staff development activities on effective practices using non-traditional methods of delivering instruction.	2004/5 and ongoing		L	

Key for the codes in Resource Column: H- high cost, M = medium cost, L = low cost, N = no cost, R = reallocation recommended

Strategic Objective 2.4: Expand out-of-classroom learning activities to provide a range of opportunities, including service learning, internships, tutoring, mentoring, and cultural and recreational activities at all campuses.

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Expand out-of-classroom learning activities to provide a range of opportunities, including service learning, internships, tutoring, mentoring, and cultural and recreational activities at all campuses.	1. Pursue alternative funding sources to support professional development.	2003/4 and ongoing	Vice Chancellor Academic Affairs Vice Chancellor Student Development Dean Student Activities	N	Increase the number of courses and activities offering out of classroom learning activities.
	2. Develop staff development activities on effective out of classroom practices that promote student success.	2004/5	Dean Research, Planning & Grants Assoc Dean Grants & Resource Development Assoc Dean Human Resources	L	
	3. Develop and implement plans for appropriate out-of-class learning activities through departments in collaboration with campuses at which classes are offered.	2005/6	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	4. Evaluate the impact of professional development activities and the plans for out-of-class learning activities plans on student development.	2005/06		N	

Key for the codes in Resource Column: H- high cost, M = medium cost, L = low cost, N = no cost, R = reallocation recommended

Strategic Objective 2.5: Use skills-across-the-curriculum to enhance study skills and reinforce learning in the essential subject areas of reading, writing, and math.

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Continue to promote and expand student success skills, including communication skills (speaking and listening), study skills, information competency skills and time management.	1. Develop professional development activities on incorporating the development of student success skills in courses.	2004/5 and ongoing	Vice Chancellor Academic Affairs Vice Chancellor Student Development Dean Research, Planning & Grants Assoc Dean Grants & Resource Development	N-L	Increase in numbers of students with student success skills.
	2. Seek alternative funding to support activities.	2004/5	Assoc Dean Human Resources	N	
	3. Evaluate program breadth and numbers of faculty promoting student success skills.	2005/6	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	

Key for the codes in Resource Column: H- high cost, M = medium cost, L = low cost, N = no cost, R = reallocation recommended

Strategic Objective 2.6: Utilize contextual and experiential learning strategies.

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Expand the integration of vocational courses with ESL where appropriate.	1. Develop professional development activities on the integration of ESL and basic skills into vocational courses.	2004/5	Vice Chancellor Academic Affairs Dean Research, Planning & Grants Assoc Dean Grants & Resource Development	N-L	Increase number of vocational courses with ESL and basic skills as a component, where appropriate.
	2. Seek alternative funding to support activities.	2004/5	Assoc Dean Human Resources	N	
	3. Evaluate scope and numbers of faculty integrating ESL and basic skills into vocational courses.	2004/5	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
b. Utilize project-based learning.	1. Develop professional development activities on using project-based learning in courses.	2004/5	Vice Chancellor Academic Affairs Dean Research, Planning & Grants Assoc Dean Grants & Resource Development	N-L	Increase in numbers of faculty using project-based learning in their classes.
	2. Seek alternative funding to support activities.	2004/5	Assoc Dean Human Resources	N	
	3. Evaluate scope and numbers of faculty using project based learning.	2004/5	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	

c. Develop bridge courses that introduce students to key occupational programs, such as biotechnology, information technology, and health care careers.	1. Develop staff development activities on building bridge courses for occupational programs including biotechnology, nursing, information technology and allied health care programs.	2003/4	Vice Chancellor Academic Affairs Assoc Vice Chancellor Workforce Development Dean Research, Planning & Grants Assoc Dean Grants & Resource Development Assoc Dean Human Resources	N-L	Increase in number of bridge courses to key occupational programs.
	2. Develop staff development activities to provide information and training to faculty on building bridge programs.	2003/4	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	3. Seek alternative funding for bridge programs.	2004/5		N	
	4. Develop and implement bridge programs.	2005/6		M	
	5. Evaluate the scope and numbers of bridge programs established.	2005/6		N	
d. Utilize job-shadowing opportunities.	1. Develop outreach plan to employers.	2003/4	Assoc Vice Chancellor Workforce Development	N	Increase the number of job shadowing opportunities for CCSF students.
	2. Establish information system for students and faculty for available job-	2003/4	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	

	shadowing opportunities.				
--	--------------------------	--	--	--	--

Key for the codes in Resource Column: H- high cost, M = medium cost, L = low cost, N = no cost, R = reallocation recommended

Strategic Objective 2.7: Expand the identification by faculty of learning outcomes and assessment of student learning at the course, program, and College levels.

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. & b. Review and refine, where needed, existing policies and procedures that faculty use to assess the extent of student learning in courses and programs, including the development of appropriate assessment instruments.	1. Establish an inventory of current learning assessment practices at the College.	2003-2006	Vice Chancellor Academic Affairs Dean Research, Planning & Grants	N	Inventory of current learning assessment practices at the course and program level.
	2. Establish a support network for faculty needing to modify learning assessment instruments based on student outcome data at the course and program level.	2003-2005	In collaboration, as appropriate, with: Shared Governance System Department Chairs	L	Ongoing support system for faculty needing to refine or modify assessment instruments based on student outcome data for courses and programs.
c. Review and refine, where needed, existing policies and/or procedures that faculty use to evaluate the effectiveness of various teaching and delivery modalities and strategies, analyze the assessment results, and modify those strategies where appropriate.	1. Establish an inventory of procedures used to evaluate teaching and delivery strategies at the College.	2004/5	Vice Chancellor Academic Affairs Dean Research, Planning & Grants	N	Inventory procedures used to evaluate teaching and delivery strategies at the course and program level.
	2. Establish a support network for faculty to modify and refine teaching and delivery strategies at the course and program level.	2004/5	In collaboration, as appropriate, with: Shared Governance System Department Chairs	L	Ongoing support system for faculty to modify and refine teaching and delivery strategies for courses and programs.
d. Develop survey instruments to assess employer, student,	1. Develop surveys for employers, current and	2003/4	Vice Chancellor Academic Affairs	N	Satisfaction surveys of employers, students

and alumni satisfaction with college instructional, transfer, and training programs.	alumni students. 2. Disseminate surveys in collaboration with departments and programs.	2004/5	Assoc Vice Chancellor Assoc Vice Chancellor Workforce Development Dean Research, Planning & Grants In collaboration, as appropriate, with: Shared Governance System Department Chairs	L	and alumni to be used by departments and programs to assess learning outcomes and satisfaction.
e. Review and refine, where needed, existing policies and procedures of the College's program review system to ensure the effectiveness in improving instructional and student development/student services programs.	1. Conduct review of current program review system and identify where the system could be improved to support instruction and student services.	2004/5	Vice Chancellors Dean Research, Planning & Grants In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	Modification to program review system to support instructional and student services programs.
	2. Make recommendations to ensure effectiveness.	2004/5		N	
	3. Adopt and implement recommendations.	2005/6		N	

Key for the codes in Resource Column: H- high cost, M = medium cost, L = low cost, N = no cost, R = reallocation recommended

Strategic Objective 2.8: Expand staff development opportunities for faculty in the development and implementation of learning assessment initiatives

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Expand staff development opportunities for faculty in the development and implementation of learning assessment initiatives.	1. Develop workplan to provide professional development on learning assessment practices.	Fall 2003	Vice Chancellor Student Development Dean Research, Planning & Grants Assoc Dean Human Resources	N	Increased opportunities for faculty to know more about learning assessment.
	2. Seek alternative funding sources to support activities.	Spring 2004 and ongoing	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	3. Implement plan over duration of the Strategic Plan.	Spring 2004 – Spring 2008		L	

Key for the codes in Resource Column: H- high cost, M = medium cost, L = low cost, N = no cost, R = reallocation recommended

Strategic Objective 2.9: Integrate visual resources in to the institutional life of the College

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Integrate visual resources into the curriculum to improve student success and learning.	1. Develop comprehensive plan to integrate visual resources in to the college.	2003/4	Vice Chancellor Academic Affairs Assoc Dean Grants & Resource Development	N	Increase the scope of visual resources in college curriculum.
	2. Seek alternative funding to support plan.	2003/4 and ongoing	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	3. Implement plan over duration of Strategic Plan.	2004/8		L	
b. Expand art education exhibits and workshops throughout the College.	1. Develop comprehensive plan for art education exhibits and workshops throughout the college.	2003/4	Chancellor Vice Chancellor Academic Affairs Assoc Dean Grants & Resource Development	N	Increase scope and number of art education exhibits and workshops.
	2. Seek alternative funding to support plan.	2003/4 and ongoing	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	3. Implement plan over duration of Strategic Plan.	2004/8		L	
c. Conserve and maintain CCSF works of art.	1. Develop comprehensive plan to conserve and maintain CCSF works of art.	2003/4	Chancellor Vice Chancellor Academic Affairs Assoc Dean Grants & Resource Development	N	Conserve and maintain CCSF works of art.
	2. Seek alternative funding to support plan.	2003/4 and ongoing	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	3. Implement plan over duration of Strategic Plan.	2004/8		L	

d. Establish an art walking tour of the Ocean campus.	1. Develop plan for art walking tour of Ocean campus.	2003/4	Vice Chancellor Academic Affairs Assoc Dean Grants & Resource Development	N	Establishment of art walking tours on Ocean campus.
	2. Seek alternative funding to support plan.	2003/4 and ongoing	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	3. Implement plan over duration of Strategic Plan.	2004/8		L	
e. Promote and support the acquisition of art for new college buildings.	1. Develop plan to promote and support acquisition of art for new college buildings	2003/4	Chancellor Vice Chancellor Academic Affairs Assoc Dean Grants & Resource Development	N	Additional art acquisitions for new college buildings.
	2. Seek alternative funding to support plan.	2003/4 and ongoing	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	3. Implement plan over duration of Strategic Plan.	2004/8		L	

Key for the codes in Resource Column: H- high cost, M = medium cost, L = low cost, N = no cost, R = reallocation recommended