

STRATEGIC PLAN WITH IMPLEMENTATION SCHEDULES

STRATEGIC PRIORITY 4:

To expand the College's outreach, recruitment, marketing, and promotional activities related to the College's programs, services, and resources in order to support the enrollment and community development objectives of the College and the needs of our current and prospective constituencies.

STRATEGIC PLAN IMPLEMENTATION SCHEDULE

Strategic Objective 4.1: Expand the number of people served by the college within the City and County.

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Provide new kinds of programs and services to reach people in new ways.	1. Develop a plan for expanding the use of technology and the Internet in marketing programs.	2004-2008	Assoc Vice Chancellor Workforce Development School Deans Campus Deans Dean Education Technology Dean Outreach & Recruitment Dean Public Information	N	New initiatives for marketing college programs will be developed.
	2. Research the need for additional distance education courses to reach underserved populations.	2004-2008	In collaboration, as appropriate, with: Shared Governance System Department Chairs	M	
	3. Develop a plan for expanded programming opportunities for EATV Channel 27 to support outreach and information dissemination about CCSF.	2004/5		N	
	4. Review ongoing partnerships with community-based organizations, expand to new partnerships, and use these partnerships to enhance outreach and recruitment and build new education programs.	2003-2004		N	
	5. Recruit under-employed and	2005-2008		L	

	dislocated workers with targeted marketing.				
	6. Expand programs for older adults as appropriate.	2004/5		L-M	
b. Review curriculum scheduling and instructional delivery options for programs and courses to attract diverse and changing student populations.	1. Disseminate information on demographic changes and enrollment changes to departments for their use.	Fall 2003	Vice Chancellor Academic Affairs Dean Instruction, Curriculum & Tenure Review Dean Research, Planning & Grants	N	Comprehensive reviews and ongoing enhancements of curriculum, scheduling and delivery choices will be undertaken to ensure that College programs effectively respond to demographic change and diversity in the area.
	2. Conduct review of curriculum using appeal to diverse and changing populations as one criterion.	Spring 2004	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	3. Enhance curriculum as appropriate if determined necessary.	Fall 2004		N	
	4. Revise scheduling and delivery options if needed.	Spring 2004		N	
	5. Conduct an assessment of scheduling and delivery options of course offerings.	Spring 2004		N	
	6. Call for submission only of updated course outlines to the Bipartite Committee on Graduation Requirements.	Fall 2004		N	
c. Develop additional targeted marketing and outreach strategies including City of San Francisco departments and agencies and community-based	1. Based on activities conducted in 4.1a and b above, develop additional marketing and outreach strategies to further reach populations where we are	Fall 2004 –Spring 2008	Vice Chancellor Student Development Dean Outreach & Recruitment Dean Public Information Dean Research, Planning & Grants	L/M	Marketing and outreach strategies will be expanded to better serve all the communities and populations in our

organizations.	<p>currently successful.</p> <p>2. Market to populations which data show to be fast-growing.</p> <p>3. Working with community partners as appropriate, identify populations that are in need of expanded opportunities for post-secondary education with special emphasis on historically underserved populations.</p> <p>4. Initiate targeted strategy to reach population(s) identified above.</p> <p>5. Develop and disseminate special materials to facilitate easier and expanded access to financial aid information.</p>	<p>Fall 2005</p> <p>Spring 2004</p> <p>Fall 2004</p> <p>2003/4</p>	<p>Dean Financial Aid</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>L</p> <p>N</p> <p>L</p> <p>L</p>	<p>service area.</p>
d. Analyze why some City residents attend community colleges outside the City and develop strategies to meet their needs through CCSF.	<p>1. Perform qualitative research using focus groups to identify possible reasons some City residents utilize other community colleges.</p> <p>2. Analyze focus group videos for common themes. Make initial recommendations for institutional response.</p> <p>3. Meet with appropriate</p>	<p>Fall 2005- Spring 2006</p> <p>Spring 2006</p>	<p>Vice Chancellor Student Development Vice Chancellor Academic Affairs Dean Research, Planning & Grants</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>M</p> <p>N</p>	<p>Discover the principal reasons why some City residents attend community colleges outside San Francisco, initiate an ongoing process for gathering further such data, disseminate the results to college entities that can make use of them and address the issues</p>

	groups and individuals at the college to inform them of the problems and discuss response.	Fall 2006		R	as resources permit.
4.	Develop exit survey based on focus group responses and plan ongoing implementation of survey.	Spring 2007		L	
5.	Disseminate surveys.	2007-2008		M	
6.	Develop/implement strategies to meet needs of SF residents who use other colleges.	2007/8		L	

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Strategic Objective 4.2: Recruit and support non-credit students seeking to transition to credit programs.

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Recruit and support noncredit students seeking to transition to credit programs.	1. Continue to recruit noncredit students for transition to credit through academic and student support services, publicity and outreach presentations.	Spring 2004 and ongoing	Vice Chancellor Student Development Dean Outreach & Recruitment Dean Research, Planning & Grants Dean Public Information	L/M	The number of students transferring successfully from noncredit to credit within CCSF will increase.
	2. Collect and disseminate data on (1) student awareness of credit programs, (2) outreach activities, (3) noncredit to credit transfer, and (4) success in credit programs.	Spring 2004 and ongoing	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	3. Based on data and past experience, develop new initiatives for informing noncredit students and for groups underutilizing credit offerings.	2005-2006		L	
	4. Develop targeted support initiatives for high risk students transferring from non-credit to credit programs.	Fall 2005		R	
	5. Implement recruitment and support initiatives in #3 and #4 above.	Spring 2006		M	

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Strategic Objective 4.3: Develop outreach to people who commute into San Francisco.

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Develop outreach to people who commute into San Francisco.	1. Expand the current commuter marketing plan for driving commuters and public transportation users, emphasizing convenience to public transportation stations and workplaces.	Fall 2004	Dean Public Information In collaboration, as appropriate, with: Shared Governance System Department Chairs	R/L	Marketing plan will be expanded to commuters from outside San Francisco with more commuters attending CCSF as a result.

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Strategic Objective 4.4: Share student data with other postsecondary institutions and high schools to expand the College’s understanding of student needs.

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Share student data with other postsecondary institutions and high schools to expand the College’s understanding of student needs.	1. Meet with SFUSD personnel to plan mutually beneficial exchanges of data.	Annually starting in Fall 2003	Dean Research, Planning & Grants	N	The appropriate sharing of student data with other postsecondary institutions and with high schools will be expanded.
	2. Explore whether current data-sharing arrangements with SFSU and UC can be enhanced or updated for mutual benefit.	Spring 2003	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	3. Identify the most frequent private/religious feeder schools to CCSF and assess the feasibility of establishing reciprocal data-sharing arrangements.	Spring 2004		N	
	4. Develop data-sharing consortium with area colleges/universities.	Spring 2005		L	

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Strategic Objective 4.5: Extend outreach activities beyond San Francisco, targeting the Bay Area, the State and other countries.

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Extend outreach activities beyond San Francisco, targeting the Bay Area, the State and other countries.	1. Research enrollment from surrounding areas: most frequent zip codes outside the City; campuses and programs accessed; student demographics and goals; scheduling preferences; zip codes of parking permits.	2007/8	Dean Research, Planning & Grants Dean Outreach & Recruitment Dean Public Information Dean School of International Education Director Information Technology Services	N	Outreach activities will be expanded to include areas beyond the city limits in which residents have already demonstrated interest and involvement in CCSF programs. Advertising will be expanded to include the Bay Area region; the state; and other countries.
	2. Develop targeted outreach strategy with goal of increasing awareness further in communities identified in #1.	Spring 2007	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	3. Implement targeted outreach strategy outside San Francisco.	Fall 2007		M	
	4. Evaluate success of strategy through ongoing research of enrollment by zip code.	Spring 2007 – Spring 2008		N	
	5. Develop an advertising plan for increasing general awareness of the College in the Bay Area region; the state; and other countries.	2003/4		N	
	6. Implement the advertising plan.	2007/8		M	
	7. Review college website and ensure that it provides easy access to college information for all students including out of state and out of	Spring 2004		L/M	

country students.

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Strategic Objective 4.6: Expand efforts to reach current middle and high school students, high school dropouts and high school graduates in collaboration with SFUSD and other Bay Area school districts.

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Expand the use of concurrent enrollment to support under-prepared and underrepresented high school students, including students at risk of not graduating.	1. Develop accountability plan with standards to ensure that all dual and concurrent enrollment conforms to state requirements.	Fall 2004	Vice Chancellor Academic Affairs Vice Chancellor Student Development Assoc Vice Chancellor Workforce Development Dean Outreach & Recruitment	N	Enrollment will be maintained or increased for under-prepared and underrepresented students, including those at risk of not graduating.
	2. Develop plan to provide concurrent courses for a greater proportion of high school students.	Fall 2004- Spring 2008	Dean Public Information School Deans	N	
	3. Develop monitoring system to track student outcomes in concurrent enrollment classes. (e.g., job placement; transfer).	Fall 2005	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	4. Provide academic support for historically underrepresented and under-prepared students.	Spring 2004		M	
	5. Provide additional student services	Fall 2004		M/H	

	support for underrepresented and under-prepared students.				
b. Expand programs to reach high school students who are bound for CSU, UC or other four-year colleges and universities.	1. Review existing programs that target high school students bound for CSU, UC or other four-year colleges and universities.	Fall 2004 – Spring 2008	Vice Chancellor Academic Affairs Vice Chancellor Student Development Assoc Vice Chancellor Workforce Development Dean Outreach & Recruitment Dean Public Information School Deans	L/M	Programs to reach high school students who are bound for CSU, UC or other four-year colleges and universities will be expanded as appropriate.
	2. Assess demand for and prioritize need for new and/or expanded programs that reach four-year college- or university-bound high school students.	Fall 2004 – Spring 2008	In collaboration, as appropriate, with: Shared Governance System Department Chairs	L/M	
	3. Develop new or expand existing programs for four-year college- or university-bound high school students as appropriate based on findings.	Fall 2004 – Spring 2008		L/M	
c. Expand and improve outreach to students in middle and/or high school.	1. Provide middle school students in public and private schools with an overview of CCSF for transfer, the associate's degree,	Spring 2005	Vice Chancellor Academic Affairs Vice Chancellor Student Development Assoc Vice Chancellor Workforce Development	N	Outreach to students in middle and/or high school will increase and improve as appropriate; outreach to high school dropouts will increase and

	<p>vocational preparation and other educational goals.</p> <p>2. Expand and improve outreach to students in high schools who are considering community college or vocational training.</p> <p>3. Advertise CCSF GED and Adult High School options on radio and other media in order to reach youth or adults who have previously dropped out of high school.</p>	<p>Fall 2004</p> <p>Spring 2004</p>	<p>Dean Outreach & Recruitment Dean Public Information School Deans</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>L</p> <p>L</p>	<p>improve as appropriate.</p>
<p>d. Explore offering more CCSF courses at high school sites.</p>	<p>1. Meet with SFUSD personnel to explore the possible desirability of offering more CCSF courses at high school sites, then assess feasibility, cost and benefits of proposed project.</p>	<p>Spring 2005</p>	<p>Vice Chancellor Academic Affairs Vice Chancellor Student Development Assoc Vice Chancellor Workforce Development Dean Outreach & Recruitment Dean Public Information School Deans</p> <p>In collaboration, as appropriate, with: Shared Governance</p>	<p>N</p>	<p>If deemed appropriate, the number of CCSF courses at high school sites will increase.</p>

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Strategic Objective 4.7: Expand alternative scheduling and flexible delivery of courses.

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Increase evening and weekend courses.	1. Review existing evening and weekend courses.	Fall 2004	Vice Chancellor Academic Affairs	N	Evening and weekend, options will be increased as appropriate.
	2. Assess demand for and prioritize need for new evening and weekend courses.	Spring 2005	Vice Chancellor Student Development	N	
	3. Develop new evening and weekend courses as appropriate based on findings.	Fall 2005	In collaboration, as appropriate, with: Shared Governance System Department Chairs	R	
b. Increase summer offerings.	1. Review existing summer offerings.	Summer 2004	Vice Chancellor Academic Affairs	N	Summer offerings will be increased as appropriate.
	2. Assess demand for and prioritize need for new summer offerings.	Fall 2004	Vice Chancellor Student Development	N	
	3. Develop new summer offerings as appropriate based on findings.	Spring 2005	In collaboration, as appropriate, with: Shared Governance System Department Chairs	R	
c. Increase continuing education offerings.	1. Review existing continuing education offerings.	Spring 2004	Vice Chancellor Academic Affairs	N	Continuing education offerings will be increased as appropriate.
	2. Assess demand for and prioritize need for new continuing education offerings.	Fall 2004	Vice Chancellor Student Development	N	
	3. Develop new continuing	Spring 2005	In collaboration, as appropriate, with: Shared Governance System Department Chairs	R	

	education offerings as appropriate based on findings.				
d. Increase short-term and modular course offerings.	1. Review existing short-term and modular course offerings.	Fall 2004	Vice Chancellor Academic Affairs Vice Chancellor Student Development	N	
	2. Assess demand for and prioritize need for new short-term and modular course offerings.	Spring 2005	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	3. Develop new short-term and modular course offerings as appropriate based on findings.	Fall 2005		M	
e. Increase bridge courses.	1. Review existing bridge courses.	Fall 2004	Vice Chancellor Academic Affairs Vice Chancellor Student Development	N	
	2. Assess demand for and prioritize need for new bridge courses.	Spring 2005	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	3. Develop new bridge courses as appropriate based on findings.	Fall 2005		M	
f. Explore the use of alternative calendars.	1. Assess need for alternatives calendars.	2006/7	Vice Chancellor Academic Affairs Vice Chancellor Student Development	N	
	2. Identify new calendar if appropriate.	2006/7	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	3. Implement new calendar if appropriate.	2006/7		TBD	

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Strategic Objective 4.8: Expand activities of the Office of Outreach and Recruitment.

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Explore expansion of the scope of the Outreach/Recruitment Office.	1. Explore expansion of the scope of the Outreach/Recruitment office.	Fall 2004 – Spring 2008	Vice Chancellor Student Development Dean Outreach & Recruitment Dean Student Affairs	N	Office of Outreach/Recruitment will expand as appropriate.
	2. Develop/implement a plan to expand the collaboration between Office of Recruitment/Outreach and Office of Financial Aid addressing the new fee structure for students.	Fall 2003	Campus Deans Dean Public Information Dean Financial Aid In collaboration, as appropriate, with: Shared Governance System Department Chairs	L	
				L/R	
				N	
b. Expand role of students in	1. Plan new efforts and	Spring 2005	Vice Chancellor Student	L	Students will be more
				N	

outreach and recruitment.	strategies to expand the various roles students might play in CCSF outreach and recruitment.		Development Dean Outreach & Recruitment Dean Student Affairs Campus Deans Dean Public Information Dean Financial Aid In collaboration, as appropriate, with: Shared Governance System Department Chairs		involved in outreach and recruitment as appropriate.
c. Expand outreach activities focused on campus-based programs.	1. Review existing outreach activities focused on campus-based programs. 2. Assess demand for and prioritize need for new outreach activities focused on campus-based programs. 3. Develop new outreach activities focused on campus-based programs as appropriate based on findings.	Spring 2004 Summer 2004 Fall 2004	Vice Chancellor Student Development Dean Outreach & Recruitment Dean Student Affairs Campus Deans Dean Public Information Dean Financial Aid In collaboration, as appropriate, with: Shared Governance System Department Chairs		Outreach activities focused on campus-based programs will expand as appropriate.
d. Explore ways that current students may promote the future enrollment of new students.	1. Develop a plan to encourage all students to frequently disseminate CCSF information among family and friends. 2. Implement plan for voluntary dissemination of information by students themselves.	Spring 2004 Fall 2004	Vice Chancellor Student Development Dean Outreach & Recruitment Dean Student Affairs Campus Deans Dean Public Information Dean Financial Aid In collaboration, as appropriate, with: Shared Governance System		More students will promote the future enrollment of new students as appropriate.

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Department Chairs

Strategic Objective 4.9: Explore intercampus transportation shuttle bus system.

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Explore intercampus transportation shuttle bus system.	1. Assess the feasibility of an intercampus shuttle (draw up an estimate of the number of students, faculty and staff who would be likely to use an intercampus shuttle on a regular basis; determine approximate routes, times and frequencies required for optimal utilization; assess benefits and costs of service; identify possible funding source; make recommendation).	Spring 2006	Vice Chancellor Administration & Finance In collaboration, as appropriate, with: Shared Governance System Department Chairs	R	A shuttle feasibility study will be carried out. If found to be feasible and cost effective, the system will be implemented.
	2. Pursue additional funding for shuttle system if found desirable and feasible.	Fall 2006		N	
	3. Implement shuttle if found desirable and feasible.	Fall 2006 – Spring 2008		M/H	

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