

## **STRATEGIC PLAN WITH IMPLEMENTATION SCHEDULES**

### **STRATEGIC PRIORITY 8:**

To continue to promote a dynamic and supportive organizational climate including improved communication among students, faculty, and staff; development of the talents of faculty and staff; and the promotion of diversity at all levels of the College.

# STRATEGIC PLAN IMPLEMENTATION SCHEDULE

**Strategic Objective 8.1:** Ensure that the College’s workforce reflects the diverse communities we serve.

| <b>Activities</b>   | <b>Actions</b>   | <b>Timetable</b>        | <b>Responsibility</b>  | <b>Resources</b> | <b>Outcomes</b>   |
|---|--|-------------------------|--|------------------|---|
| a. Continue and expand efforts to recruit and hire a diverse faculty.                         | 1. Identify hiring opportunities to achieve diverse workforce.   | Fall 2003 and ongoing   | Vice Chancellor Finance & Administration<br>Vice Chancellor Academic Affairs   | N                | New CCSF hires continue to add to the diversity of the College workforce.                                 |
|   | 2. Develop and disseminate an approach to raise awareness of diversity.                                  | Spring 2004             | Vice Chancellor Student Development<br>Dean Human Resources  | N                |   |
|   | 3. Continue to attend job fairs, targeting marketing to populations.                                     | Fall 2003               | In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs   | N                |   |
|   | 4. Review and assess success of employee hiring procedures to ensure responsiveness to diversity hiring. | Fall 2004 and ongoing   |  | N                |   |
| b. Pursue development strategies to cultivate and support a future corps of faculty for CCSF. | 1. Implement “Grow Your Own” program and expand it based upon assessment of results.                     | Spring 2004 and ongoing | Vice Chancellor Finance & Administration<br>Vice Chancellor Academic Affairs<br>Vice Chancellor Student Development<br>Dean Human Resources<br><br>In collaboration, as appropriate, with:<br>Shared Governance System | N                | Long-term faculty needs and requirements are identified and hiring reflects those needs and requirements. |

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|   |   |                          | Department Chairs  |        |  |
| c. Evaluate the progress and success of the College's recruitment and hiring efforts and processes. | <ol style="list-style-type: none"> <li>1. Conduct an assessment of recruitment and hiring process.</li> <li>2. Review results and develop plans and recommendations.</li> </ol> | Spring 2004<br>Fall 2004 | Vice Chancellor Finance & Administration<br>Dean Human Resources<br>Dean Research, Planning & Grants<br><br>In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs | N<br>N | Recruitment and hiring efforts are improved based on an assessment of those practices. |

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**Strategic Objective 8.2:** Promote professional development and ensure that it is available to all CCSF employees.

| <b>Activities</b>   | <b>Actions</b>  | <b>Timetable</b>        | <b>Responsibility</b>  | <b>Resources</b> | <b>Outcomes</b>   |
|---|---|-------------------------|--|------------------|---|
| a. Continue professional development for faculty, staff, and administrators on critical topics including technology, global education, subject-specific areas, diversity training, access for disabled persons, leadership development, instructional methods, and conflict resolution. | 1. Review professional development programs and activities.   | Spring 2004             | Vice Chancellor Academic Affairs<br>Vice Chancellor Student Development                  | N                | Faculty, staff and administrators engage in comprehensive, cohesive professional development. |
|   | 2. Develop Comprehensive Staff Development Plan that uses in-house resources wherever possible and links back to all training specified throughout these Schedules. | Spring 2004             | Vice Chancellor Finance & Administration<br>Dean Research, Planning & Grants             | N                |   |
|   | 3. Identify and assess necessary resources and plans for seeking alternative resources.   | Fall 2004               | In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs | N                |   |
|   | 4. Implement Comprehensive Staff Development Plan.  | Fall 2004               |  | TBD              |   |
|   | 5. Fully inform all employees of staff development activities.  | Ongoing                 |  | N                |   |
| b. Conduct periodic assessments of the needs for professional development including input from all key College constituencies.  | 1. Institute regular needs assessments for use in generating and updating a Comprehensive Staff Development Plan.   | Spring 2004 and ongoing | Vice Chancellors<br>Dean Research, Planning & Grants                                     | N                | Professional development plans reflect the evolving needs of all key College constituencies.  |
|   | 2. Implement professional development activities that   | Spring 2004 and         | In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs | N                |   |

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|  | reflect the needs assessments.   | ongoing  |   |              |   |
| c. Expand campus-based opportunities for professional development.                       | [See 8.2 a & b above].   |  | Vice Chancellor Academic Affairs<br>Vice Chancellor Student Development<br>Vice Chancellor Finance & Administration<br><br>In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs |              | College faculty, staff and administrators have greater access to campus-based professional development. |
| d. Establish ongoing orientations for new faculty, classified staff, and administrators. | 1. Organize and plan orientation program.<br>2. Implement program.   | Fall 2004<br><br>Spring 2005                       | Vice Chancellor Academic Affairs<br>Dean Human Resources<br><br>In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs  | N<br><br>TBD | New faculty, classified staff and administrators engage in an orientation.                              |
| e. Support and reward innovation among faculty, classified staff, and administrators.    | 1. Develop recognition program for innovations at CCSF.<br>2. Implement program.                           | Fall 2004 and ongoing<br><br>Fall 2004 and ongoing | Vice Chancellors<br><br>In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs  | N<br><br>N   | Recognition program for innovations to college programs and services.                                   |
| f. Identify and publicize effective practices promoting student success.                 | 1. Develop recognition program for effective practices promoting student success.<br>2. Implement program. | Fall 2004<br><br>Spring 2005                       | Vice Chancellor Academic Affairs<br>Vice Chancellor Student Development<br><br>In collaboration, as appropriate, with:<br>Shared Governance System  | N<br><br>N   | Recognition program for effective practices promoting student success at CCSF.                          |

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|  |  |  | Department Chairs |  |  |
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**Strategic Objective 8.3:** Continue to develop initiatives that promote social and racial trust among all College constituencies.

| <b>Activities</b>   | <b>Actions</b>  | <b>Timetable</b>      | <b>Responsibility</b>  | <b>Resources</b> | <b>Outcomes</b>   |
|---|---|-----------------------|--|------------------|---|
| a. Continue to develop initiatives that promote social and racial trust among all College constituencies. | 1. Develop and implement a climate survey on multicultural understanding at CCSF. | Spring 2004           | Chancellor<br>Vice Chancellors   | N                | Increased levels of understanding and support of multiculturalism among CCSF personnel. |
|   | 2. Review study and make recommendations.   | Fall 2004             | In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs | N                |   |
|   | 3. Implement recommendations.   | Fall 2004 and ongoing |  | N                |   |
|   | 4. Evaluate success of initiatives.   | Fall 2005             |  | N                |   |

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**Strategic Objective 8.4:** Ensure a balance of services for all campuses.

| Activities  | Actions   | Timetable  | Responsibility   | Resources  | Outcomes   |
|---|---|--|--|------------|--|
| a. Ensure a balance of services for all campuses. | 1. Develop goals and objectives for a study of campus services and consistency of impact on students and staff throughout the District. | Fall 2004<br>Spring 2005<br>Fall 2005<br>Spring 2006 | Vice Chancellors Academic Affairs<br>Vice Chancellor Student Affairs<br>Dean Research, Planning & Grants | N<br><br>N | Improved campus services are available as a result of stakeholder input. |
|   | 2. Conduct the study and identify recommendations.  |  | In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs                 | N          |  |
|   | 3. Review with all stakeholders.  |  |  | TBD        |  |
|   | 4. Implement recommendations as appropriate.  |  |  |            |  |

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**Strategic Objective 8.5:** Promote collaborations among departments and College offices.

| <b>Activities</b>  | <b>Actions</b>  | <b>Timetable</b> | <b>Responsibility</b>  | <b>Resources</b> | <b>Outcomes</b>  |
|--|---|------------------|--|------------------|--|
| a. Increase collaboration and direct interaction among counselors, instructors, and librarians to foster positive working relationships. | 1. Develop recommendations for review. Consider expanding to all College offices and administrative units if deemed appropriate.<br><br>2. Implement recommendations, as appropriate. | Spring 2005      | Vice Chancellor Academic Affairs   | N                | Collaboration among counselors, instructors, and librarians is increased and positive. |
|  |   | Spring 2005      | Vice Chancellor Student Affairs<br>Dean Research, Planning & Grants                      | N                |  |
|  |   | Fall 2006        | In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs | TBD              |  |

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**Strategic Objective 8.6:** Investigate the feasibility of offering incentives for early retirement for eligible faculty, classified staff, and administrators.

| <b>Activities</b>  | <b>Actions</b>  | <b>Timetable</b>   | <b>Responsibility</b>  | <b>Resources</b> | <b>Outcomes</b>   |
|--|---|--------------------|--|------------------|---|
| a. Investigate the feasibility of offering incentives for early retirement for eligible faculty, classified staff, and administrators. | 1. Assess data, options, and impacts of early retirement program. | Spring 2004        | Vice Chancellor Finance & Administration   | N                | Early retirement program for faculty, staff and administrators. |
|  | 2. Present recommendations to Chancellor.                         | Fall 2004          | In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs | N                |   |
|  | 3. Determine further steps in exploration process.                | Fall 2004          |  | N                |   |
|  | 4. Pursue "golden handshake" legislation if appropriate.          | 2003/4 and ongoing |  | N                |   |

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**Strategic Objective 8.7:** Improve and increase accurate and consistent communications among employees, students, and the larger community about College programs and activities.

| <b>Activities</b>   | <b>Actions</b>   | <b>Timetable</b>        | <b>Responsibility</b>  | <b>Resources</b> | <b>Outcomes</b>  |
|---|--|-------------------------|--|------------------|--|
| a. Use technology for improved communication.                       | 1. Assess college wide network capabilities to support electronic communications.                                    | Fall 2003               | Vice Chancellor Finance & Administration<br>Director Information Technology Services     | N                | Internal communications are improved based on technological advancements.    |
|   | 2. Select primary solutions for development (e.g., telecommunications, video conferences, etc.).                     | Fall 2003               | In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs | N                |  |
|   | 3. Implement, as appropriate.  | Spring 2004 and ongoing |  | TBD              |  |
| b. Use traditional means to improve communication.                  | 1. Review communication needs and information sharing opportunities with college faculty, administrators, and staff. | Fall 2003               | Chancellor<br>Director Information Technology Services                                   | N                | CCSF personnel have increased opportunity to share and communicate.          |
|   | 2. Determine most appropriate means.   | Fall 2003               | In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs | N                |  |
|   | 3. Implement as required.  | Spring 2004             |  | N                |  |
| c. Provide periodic progress reports to residents of San Francisco. | 1. Prepare annual report for distribution to residents.  | Fall 2003               | Chancellor   | N                | San Francisco residents are informed regularly about the College's progress. |
|   | 2. Implement each year.  | Annually                | In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs | M                |  |
| d. Continue to share research                                       | 1. Develop workplan to ensure  | 2003/4                  | Dean Research, Planning &  | N                | Regular research   |

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| on student success.  | regular research updates to the college.   |                                    | Grants   |   | updates to the college on student success at CCSF.   |
|  | 2. Implement plan.   | Spring 2004                        | In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs | N |  |
| e. Improve the effectiveness of the participatory governance and consultation process to better enable various constituent groups to participate in the development and implementation of College initiatives. | 1. Include assessment of participation adequacy and effectiveness in study of shared-governance. | Fall 2003                          | Chancellor<br>Dean Research, Planning & Grants   | N | Various constituency groups experience increased participation in the development and implementation of College initiatives. |
|  | 2. Develop report for Chancellor.  | Spring 2004                        | In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs | N |  |
|  | 3. Review recommendations.   | Spring 2004<br>Fall 2004 & ongoing |  | N |  |
|  | 4. Implement as appropriate.   |                                    |  | N |  |

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**Strategic Objective 8.8:** Implement recommendations of the Enhanced Self-Study as they are approved.

| <b>Activities</b>   | <b>Actions</b>  | <b>Timetable</b>        | <b>Responsibility</b>  | <b>Resources</b> | <b>Outcomes</b>  |
|---|---|-------------------------|--|------------------|--|
| a. Implement recommendations of the Enhanced Self-Study as they are approved. | 1. Complete the review and adoption of recommendations.   | Fall 2003               | Chancellor   | N                | Enhanced Self Study recommendations are implemented and Self-Study for Re-Accreditation is guided by an accepted infrastructure and is underway. |
|   | 2. Establish responsibilities for implementation.   | Fall 2003               | In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs | N                |  |
|   | 3. Monitor results.   | Spring 2004 and ongoing |  | N                |  |
|   | 4. Provide the principal group carrying out the Re-accreditation Self Study with ESS recommendation status reports.                   | Fall 2003               |  | N                |  |
|   | 5. Incorporate further implementation of Enhanced Self Study recommendations in the action plans of the Self Study for Accreditation. | Spring 2004             |  | N                |  |

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**Strategic Objective 8.9:** Continue to raise morale and strengthen the identification with CCSF on the part of all constituencies.

| <b>Activities</b>  | <b>Actions</b>   | <b>Timetable</b> | <b>Responsibility</b>  | <b>Resources</b> | <b>Outcomes</b>   |
|--|--|------------------|--|------------------|---|
| a. Continue to raise morale and strengthen the identification with CCSF on the part of all constituencies. | 1. Identify opportunities for enhancing morale and engagement of all staff in CCSF as a community. | Spring 2004      | Chancellor   | N                | CCSF staff have an increased sense of community, enhanced morale and improved engagement. |
|  | 2. Present recommendations to the Chancellor.  | Fall 2004        | In collaboration, as appropriate, with:<br>Shared Governance System<br>Department Chairs | N                |   |
|  | 3. Implement as appropriate.   | Spring 2005      |  | N                |   |

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