

**City College of San Francisco  
Student Equity Plan**

**STUDENT EQUITY SCHEDULE OF ACTIVITIES  
Based on CCSF Strategic Plan 2003-08 (SP)**

1. **STUDENT SUCCESS INDICATOR FOR ACCESS:** “Compare the percentage of each population group that is enrolled to the percentage of each group in the adult population within the community served.”

**Goal 1: Access: To expand the College’s outreach, recruitment, marketing, and promotional activities related to the College’s programs, services, and resources. (SP 4.0) To increase the quality and accessibility of student development services to positively impact student outcomes related to student learning and retention. (SP 5.0)**

Strategic Objective 1.1: Expand the number of people served by the College within the City and County. (SP 4.1)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Provide new kinds of programs and services to reach people in new ways.	1. 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.  2. Recruit under-employed and dislocated workers with targeted marketing.	2004-2005          2004-2005	Vice Chancellor of Student Development Dean, Outreach & Recruitment Dean, Public Information School Deans Campus Deans in collaboration, as appropriate, with Shared Governance System and Department Chairs	Medium Cost	New initiatives for marketing college programs will be developed.

<p>b. Review curriculum scheduling and instructional delivery options for programs and courses to attract diverse and changing student populations.</p>	<ol style="list-style-type: none"> <li>1. Disseminate information on demographic changes and enrollment changes to departments for their use.</li> <li>2. Conduct review of curriculum using appeal to diverse and changing populations as one criterion.</li> <li>3. Enhance curriculum as appropriate if determined necessary.</li> <li>4. Revise scheduling and delivery options if needed.</li> <li>5. Conduct an assessment of scheduling and delivery options of course offerings.</li> </ol>	<p>2004-2005</p> <p>2004-2005</p> <p>2004-2005</p> <p>2004-2005</p> <p>2004-2005</p>	<p>Vice Chancellor Student Development Vice Chancellor Academic Affairs Dean Research, Planning &amp; Grants in collaboration, as appropriate, with Shared Governance System and Department Chairs</p>	<p>Medium Cost</p>	<p>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.</p>
<p>c. Develop additional targeted marketing and outreach strategies including City of San Francisco departments and agencies and community-based organizations.</p>	<ol style="list-style-type: none"> <li>1. Develop additional marketing and outreach strategies to further reach populations where we are currently successful.</li> <li>2. Market to populations which data show to be fast-growing.</li> <li>3. Work with community partners as appropriate, identify populations that are in need of expanded opportunities for post-</li> </ol>	<p>2004-2008</p> <p>2005</p> <p>2004-2005</p>	<p>Vice Chancellor Student Development Dean Outreach &amp; Recruitment Dean Public Information Dean Research, Planning &amp; Grants Dean Financial Aid</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>High Cost</p>	<p>Marketing and outreach strategies will be expanded to better serve all the communities and populations in our service area.</p>

	<p>secondary education with special emphasis on historically underserved populations.</p> <p>4. Initiate targeted strategy to reach special population.</p> <p>5. Develop and disseminate special materials to facilitate easier and expanded access to financial aid information.</p>	<p>2004-2005</p> <p>2004-2005</p>			

Strategic Objective 1.2: Recruit and support non-credit students seeking to transition to credit programs. (SP 4.2)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Recruit and support noncredit students seeking to transition to credit programs.	<p>1. Continue to recruit noncredit students for transition to credit through academic and student support services, publicity and outreach presentations.</p> <p>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.</p>	<p>2004-2008</p> <p>2004-2005</p>	<p>Vice Chancellor Student Development Dean Outreach &amp; Recruitment Dean Research, Planning &amp; Grants Dean Public Information</p> <p>In collaboration, as appropriate, with:</p>	High Cost	The number of students transferring successfully from noncredit to credit within CCSF will increase.

	<p>3. Based on data and past experience, develop new initiatives for informing noncredit students and for groups underutilizing credit offerings.</p> <p>4. Develop targeted support initiatives for high risk students transferring from non-credit to credit programs.</p> <p>5. Implement recruitment and support initiatives in #3and #4 above.</p>	<p>2005-2006</p> <p>2005</p> <p>2006</p>	<p>Shared Governance System Department Chairs</p>		
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**Strategic Objective 1.3: 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. (SP 4.6)**

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
<p>a. Expand the use of concurrent enrollment to support under-prepared and underrepresented high school students in the College for Teens Program.</p>	<p>1. Develop accountability plan with standards to ensure that all dual and concurrent enrollment conforms to state requirements.</p> <p>2. Develop plan to provide concurrent courses for a greater proportion of high school students.</p> <p>3. Develop monitoring</p>	<p>2004-2005</p> <p>2004-2008</p>	<p>Vice Chancellor Academic Affairs Vice Chancellor Student Development Assoc Vice Chancellor Workforce Development Dean Outreach &amp; Recruitment Dean Public Information School Deans</p> <p>In collaboration, as appropriate, with:</p>	<p>No Cost</p>	<p>Enrollment will be maintained or increased for under-prepared and underrepresented students, including those at risk of not graduating.</p>

	<p>system to track student outcomes in concurrent enrollment classes. (e.g., job placement; transfer).</p> <p>4. Provide academic support for historically underrepresented and under-prepared students.</p> <p>5. Provide additional student services support for underrepresented and under-prepared students.</p>	<p>2005</p> <p>2004-2005</p> <p>Fall 2004</p>	<p>Shared Governance System Department Chairs</p>		
<p>b. Expand programs to reach high school students who are bound for CSU, UC, HBCS or other four-year colleges and universities.</p>	<p>1. Review existing programs that target high school students bound for CSU, UC, HBCS or other four-year colleges and universities.</p> <p>2. Assess demand for and prioritize need for new and/or expanded programs that reach four-year college- or university-bound high school students.</p> <p>3. Develop new or</p>	<p>2004-2008</p> <p>2004 – 2008</p>	<p>Vice Chancellor Academic Affairs Vice Chancellor Student Development Assoc Vice Chancellor Workforce Development Dean Outreach &amp; Recruitment Dean Public Information School Deans</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>High Cost</p>	<p>Programs to reach high school students who are bound for CSU, UC, HBCS or other four-year colleges and universities will be expanded as appropriate.</p>



Strategic Objective 1.4: Expand alternative scheduling and flexible delivery of courses. (SP 4.7)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Increase evening and weekend courses.	1. Review existing evening and weekend courses.	2004-2005	Vice Chancellor Academic Affairs	No Cost	Evening and weekend, options will be increased as appropriate.
	2. Assess demand for and prioritize need for new evening and weekend courses.	2004-2005	Vice Chancellor Student Development		
	3. Develop new evening and weekend courses as appropriate based on findings.	2004-2005	In collaboration, as appropriate, with: Shared Governance System Department Chairs		
b. Increase Math bridge courses.	1. Review existing Math bridge courses.	2004-2005	Vice Chancellor Academic Affairs	No Cost	Increased retention and success rates in classrooms.
	2. Assess demand for and prioritize need for new Math bridge courses.	2004-2005	Vice Chancellor Student Development		
	3. Develop new Math bridge courses as appropriate based on findings.	2005	In collaboration, as appropriate, with: Shared Governance System Department Chairs		
c. Explore the use of alternative calendars.	1. Assess need for alternatives calendars.	2006-2007	Vice Chancellor Academic Affairs	No Cost	Provide flexibility for student enrollment.
	2. Identify new calendar if	2006-2007	Vice Chancellor Student Development		

	appropriate.				
	3. Implement new calendar if appropriate.	2006-2007	In collaboration, as appropriate, with: Shared Governance System Department Chairs		

Strategic Objective 1.5: Expand activities of the Office of Outreach and Recruitment. (SP 4.8)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
<b>a. Explore expansion of the scope of the Outreach/Recruitment Office.</b>	1. Explore expansion of the scope of the Outreach/Recruitment office.	2004 - 2008	Vice Chancellor Student Development Dean Outreach & Recruitment Dean Student Affairs	High Cost	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.	2004-2005	Campus Deans Dean Public Information Dean Financial Aid  In collaboration, as appropriate, with: Shared Governance System Department Chairs		
<b>b. Expand role of students in outreach and recruitment.</b>	1. Plan new efforts and strategies to expand the various roles students might play in CCSF outreach and recruitment.	2005	Vice Chancellor Student Development Dean Outreach & Recruitment Dean Student Affairs Campus Deans Dean Public Information Dean Financial Aid  In collaboration, as appropriate, with:	Low Cost	Students will be more involved in outreach and recruitment as appropriate.

			Shared Governance System Department Chairs		
<b>c. Expand outreach activities focused on campus-based programs.</b>	<ol style="list-style-type: none"> <li>1. Review existing outreach activities focused on campus-based programs.</li> <li>2. Assess demand for and prioritize need for new outreach activities focused on campus-based programs.</li> <li>3. Develop new outreach activities focused on campus-based programs as appropriate based on findings.</li> </ol>	<p>2004-2005</p> <p>2004-2005</p> <p>2004-2005</p>	<p>Vice Chancellor Student Development Dean Outreach &amp; Recruitment Dean Student Affairs Campus Deans Dean Public Information Dean Financial Aid</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	Low Cost	Outreach activities focused on campus-based programs will expand as appropriate.
<b>d. Explore ways that current students may promote the enrollment of new students.</b>	<ol style="list-style-type: none"> <li>1. Develop a plan to encourage all students to frequently disseminate CCSF information among family and friends.</li> <li>2. Implement plan for voluntary dissemination of information by students themselves.</li> </ol>	<p>2004-2005</p> <p>2004-2005</p>	<p>Vice Chancellor Student Development Dean Outreach &amp; Recruitment Dean Student Affairs Campus Deans Dean Public Information Dean Financial Aid</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	Low Cost	More students will promote the future enrollment of new students as appropriate.

Strategic Objective 1.6: Expand, improve and promote greater access to financial aid resources for all credit and noncredit students, including Pell grants, college work-study, childcare, books, computers and other tools useful in the educational process, and scholarships. (SP 5.1)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Expand, improve and promote greater access to financial aid resources for all credit and noncredit students, including Pell grants, college work-study, childcare, books, computers and other tools useful in the educational process, and scholarships.	1. Redesign the new student identification and intake process to feature financial aid more prominently.	2004-2005	Vice Chancellor Student Development Vice Chancellor Academic Affairs	Low Cost	All students receive access to financial aid information and its potential impact.
	2. Market the impact of financial aid through student testimonials.	2004-2005	Dean Outreach & Recruitment Dean Financial Aid		Full financial need of all applicants is addressed through the financial aid package.
	3. Identify noncredit programs that qualify or could qualify for financial aid.	2005	Dean Educational Technology Office Dean College Development Dean Research, Planning & Grants		Scholarships are increasingly viewed as a viable component of the financial aid package.
	4. Implement increase in noncredit hours for targeted programs	2006	In collaboration, as appropriate, with:		
	5. Redesign the financial aid application process to maximize opportunity for assistance.	2004-2005	Shared Governance System Department Chairs		
	6. Increase the feasibility of responding to the full financial needs of the applicants.	2005			
	7. Promote the availability of scholarships in tandem with the availability of other forms of financial assistance.	2004-2005			
	8. Collaborate with the Foundation on the development of additional scholarship opportunities.	2005			

Strategic Objective 1.7: Strengthen the student orientation program. (SP 5.4)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Offer credit and noncredit student orientations that inform current students about College programs.	<ol style="list-style-type: none"> <li>1. Redesign the orientation programs, involving students in the process.</li> <li>2. Develop multilingual presentations of the new orientation programs.</li> <li>3. Involve student mentors in the delivery and follow-up to orientation programs.</li> <li>4. Explore awarding credit for participation in orientation.</li> <li>5. Develop multiple delivery systems, e.g., online and video, for orientation services.</li> </ol>	2004-2005	Vice Chancellor Student Development Dean Matriculation & Assessment  In collaboration, as appropriate, with: Shared Governance System Department Chairs	Medium Cost	Student orientations for credit and noncredit students effectively inform their respective clientele of College programs.
b. Develop additional student information for student orientation initiatives, student clubs, and student access to textbooks.	<ol style="list-style-type: none"> <li>1. Identify essential orientation information.</li> <li>2. Incorporate said information in to the orientation programs.</li> </ol>	2005	Vice Chancellor Student Development Dean Student Services Dean Student Activities  In collaboration, as appropriate, with: Shared Governance System Department Chairs	Medium Cost	Information on clubs, textbook loans, and other relevant information is incorporated into the orientation program.
c. Improve user friendliness of the schedule.	<ol style="list-style-type: none"> <li>1. Involve students in the review of the schedule format.</li> <li>2. Develop recommendations to</li> </ol>	2004-2008	Vice Chancellor Student Development Vice Chancellor Academic Affairs	Low Cost	Improvements in the schedule format are identified and promoted.

	<p>improve user friendliness.</p> <p>3. Implement improvements.</p>		<p>Dean Instructional Support Dean Public Information</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>		
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Strategic Objective 1.8: Assure the delivery of a full range of student support and counseling services at all campuses.  
(SP 5.8)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Expand essential services to students beyond the College's normal operating hours.	<p>1. Address needs of evening and weekend students.</p> <p>2. Expand Library/Learning Resource Center and Learning Assistance Center hours.</p> <p>3. Expand Student Union hours.</p> <p>4. Address student access to Health Services outside the Ocean campus.</p>	2004-2005	<p>Vice Chancellor Academic Affairs Vice Chancellor Student Development Dean Library &amp; Learning Resources</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	High Cost	Increased access provided from all campuses on-site as feasible and in the virtual environment.

Strategic Objective 1.9: Ensure that the College’s workforce reflects the diverse communities we serve. (SP 8.1)

<p>a. Continue and expand efforts to recruit and hire a diverse faculty.</p>	<ol style="list-style-type: none"> <li>1. Identify hiring opportunities to achieve diverse workforce.</li> <li>2. Develop and disseminate an approach to raise awareness of diversity.</li> <li>3. Continue to attend job fairs, targeting marketing to populations.</li> <li>4. Review and assess success of employee hiring procedures to ensure responsiveness to diversity hiring.</li> </ol>	<p>2004- Ongoing</p>	<p>Vice Chancellor Finance &amp; Administration  Vice Chancellor Academic Affairs  Vice Chancellor Student Development  Dean Human Resources</p> <p>In collaboration, as appropriate, with:  Shared Governance System  Department Chairs</p>	<p>Low Cost</p>	<p>New CCSF hires continue to add to the diversity of the College workforce.</p>
<p>b. Pursue development strategies to cultivate and support a future corps of faculty for CCSF.</p>	<ol style="list-style-type: none"> <li>1. Implement “Grow Your Own” program and expand it based upon assessment of results.</li> </ol>	<p>2004-Ongoing</p>	<p>Vice Chancellor Finance &amp; Administration  Vice Chancellor Academic Affairs  Vice Chancellor Student Development  Dean Human Resources</p> <p>In collaboration, as appropriate, with:  Shared Governance System  Department Chairs</p>	<p>No Cost</p>	<p>Long-term faculty needs and requirements are identified and hiring reflects those needs and requirements.</p>
<p><b>c. Evaluate the progress and success of the College’s recruitment and hiring efforts and</b></p>	<ol style="list-style-type: none"> <li>1. Conduct an assessment of recruitment and hiring process.</li> </ol>	<p>2004-2005</p>	<p>Vice Chancellor Finance &amp; Administration  Dean Human Resources  Dean Research, Planning &amp;</p>	<p>No Cost</p>	<p>Recruitment and hiring efforts are improved based on an assessment of those</p>

<b>processes.</b>	2. Review results and develop plans and recommendations.		Grants  In collaboration, as appropriate, with: Shared Governance System Department Chairs		practices.
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**Strategic Objective 1.10: Continue to develop initiatives that promote social and racial trust among all College constituencies. (SP 8.3)**

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
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.  2. Review study and make recommendations.  3. Implement recommendations.  4. Evaluate success of initiatives.	2004-2005  Fall 2004  Fall 2004 and ongoing  Fall 2005	Chancellor Vice Chancellors  In collaboration, as appropriate, with: Shared Governance System Department Chairs	No Cost	Increased levels of understanding and support of multiculturalism among CCSF personnel.

**Strategic Objective 1.11: Improve and increase accurate and consistent communications among employees, students, and the larger community about College programs and activities. (SP 8.7)**

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Use technology for improved communication.	1. Assess college wide network capabilities to support electronic communications.	2004-2005	Vice Chancellor Finance & Administration Director Information Technology	No Cost	Internal communications are improved based on technological

	<ol style="list-style-type: none"> <li>2. Select primary solutions for development (e.g., telecommunications, video conferences, etc.).</li> <li>3. Implement, as appropriate.</li> </ol>	<p>Fall 2003</p> <p>2004 and ongoing</p>	<p>Services</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>		<p>advancements.</p>
<p>b. Use traditional means to improve communication.</p>	<ol style="list-style-type: none"> <li>1. Review communication needs and information sharing opportunities with college faculty, administrators, and staff.</li> <li>2. Determine most appropriate means.</li> <li>3. Implement as required.</li> </ol>	<p>2004-2005</p> <p>2004-2005</p> <p>2004-2005</p>	<p>Chancellor Director Information Technology Services</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>No Cost</p>	<p>CCSF personnel have increased opportunity to share and communicate.</p>
<p>c. Provide periodic progress reports to residents of San Francisco.</p>	<ol style="list-style-type: none"> <li>1. Prepare annual report for distribution to residents.</li> <li>2. Implement each year.</li> </ol>	<p>2004-2005</p> <p>2004-Ongoing</p>	<p>Chancellor</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>Low Cost</p>	<p>San Francisco residents are informed regularly about the College's progress.</p>
<p>d. Continue to share research on student success.</p>	<ol style="list-style-type: none"> <li>1. Develop work plan to ensure regular research updates to the college.</li> <li>2. Implement plan.</li> </ol>	<p>2004-2005</p> <p>2004-2005</p>	<p>Dean Research, Planning &amp; Grants</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>No Cost</p>	<p>Regular research updates to the college on student success at CCSF.</p>
<p>e. Improve the effectiveness of the participatory governance and consultation process to</p>	<ol style="list-style-type: none"> <li>1. Include assessment of participation adequacy and effectiveness in study of</li> </ol>	<p>2004-2005</p>	<p>Chancellor Dean Research, Planning &amp; Grants</p>	<p>No Cost</p>	<p>Various constituency groups experience increased participation in</p>

better enable various constituent groups to participate in the development and implementation of College initiatives.	shared-governance.				the development and implementation of College initiatives.
	2. Develop report for Chancellor.	2004-2005	In collaboration, as appropriate, with: Shared Governance System Department Chairs		
	3. Review recommendations.	2004 & ongoing			
	4. Implement as appropriate.				

**2. STUDENT SUCCESS INDICATOR FOR COURSE COMPLETION: “Ratio of the number of credit courses that students by population group actually complete by the end of the term compared to the number of courses in which students in that group are enrolled on the census day of the term.”**

**Goal 2: Course Completion: To continue to emphasize the strengthening and improvement of academic courses, instruction, alternative systems of delivery, and success in achieving student learning outcomes. (SP 2.0)**

Strategic Objective 2.1: Provide a comprehensive student success curriculum. (SP 1.5)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Increase access to college success courses that develop study skills and other necessary skills.	1. Review current number of college success courses and workshops offered and student demand for such courses and workshops.	Fall 2004	Vice Chancellor Student Development  In collaboration, as appropriate, with: Shared Governance System Department Chairs	Low Cost	Increased student access to college success courses and improved academic performance for those students.
	2. Recommend additional classes and publicity and promotion of these classes based upon review.	Fall 2004			

b. Expand initiatives through which student organizations address retention issues.	1. Identify student representatives to lead review of College student organization programs.	Fall 2004	Vice Chancellor Student Development Dean Student Activities	No Cost	Increased student retention.
	2. Conduct discussion and review within student organizations.	Fall 2004	In collaboration, as appropriate, with: Shared Governance System Department Chairs		
	3. Recommend strategies for student organizations to support and promote student success within the College.	Fall 2005			

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

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Include multicultural teaching strategies and materials in all courses throughout the District.	1. Explore and develop multicultural teaching strategies and curriculum.	2004 - Ongoing	Vice Chancellor Academic Affairs and Student Devel. School Deans Dean Research, Planning & Grants  In collaboration, as appropriate, with: Shared Governance System Department Chairs	Low-Medium Cost	Increase the number of courses that use multicultural teaching strategies and materials.
b. 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.	2004- Ongoing	Vice Chancellor Academic Affairs and Student Devel. School Deans Dean Research, Planning & Grants	Low-Medium Cost	Increase the number of courses with multicultural perspectives; increase the number of courses

	<p>2. Revise and modify courses, as appropriate, including course content, assignments and teaching techniques to include multicultural perspectives and civic engagement issues.</p> <p>3. Pursue additional funding to support ongoing projects and new initiatives related to multiculturalism and civic engagement.</p>	<p>2004- Ongoing</p> <p>2004-Ongoing</p>	<p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>		<p>with a perspective on civic engagement.</p>
<p>c. Provide faculty and staff training and professional development opportunities in multicultural perspectives.</p>	<p>1. Develop a long-term plan to provide professional development forums on multiculturalism and civic engagement for faculty throughout the college.</p> <p>2. Seek additional funding to support plan.</p> <p>3. Implement plan.</p>	<p>2004</p> <p>2004-2005</p> <p>2004-2007</p>	<p>Vice Chancellor Academic Affairs and Student Devel. School Deans Dean Research, Planning &amp; Grants</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>No Cost</p>	<p>Increase the number of faculty integrating multicultural perspectives in their courses.</p>
<p>d. Provide instruction that accommodates a diversity of student learning styles.</p>	<p>1. Continue and expand staff 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>2004/-Ongoing</p> <p>2006-2007</p>	<p>Vice Chancellor Academic Affairs and Student Devel. Assoc Dean Human Resources School Deans Dean Research, Planning &amp; Grants</p> <p>In collaboration, as appropriate, with: Shared Governance System, Department Chairs</p>	<p>Low Cost</p>	<p>Increase the number of faculty utilizing diverse modes of instruction to accommodate student learning styles.</p>

e. Assess the College curriculum in terms of multicultural perspectives, currency and inclusiveness as criteria for excellence.	1. Develop assessment instrument to examine faculty views on multiculturalism.	Fall 2004	Dean Research, Planning & Grants  In collaboration, as appropriate, with: Shared Governance System Department Chairs	No Cost	A comprehensive understanding of the scope and extent of the integration of multiculturalism as a key criterion for the education of students at CCSF.
	2. Conduct a college-wide study.	Spring 2005			
	3. Disseminate report on findings.	Spring 2005			

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	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 and Student Devel. Dean Research, Planning & Grants School Deans  In collaboration, as appropriate, with: Shared Governance System Department Chairs	No Cost	Increase in the number of courses and classes using successful methods of delivery of instruction, where appropriate.

successful traditional methodologies.	2. Develop staff development activities on effective practices using non-traditional methods of delivering instruction.	2004- Ongoing			
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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. (SP 2.4)

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.	2004- Ongoing	Vice Chancellor Academic Affairs Vice Chancellor Student Development Dean Student Activities Dean Research, Planning & Grants Assoc Dean Grants & Resource Development Assoc Dean Human Resources	Medium Cost	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.	2004-2005	In collaboration, as appropriate, with: Shared Governance System Department Chairs		
	3. Develop and implement plans for appropriate out-of-class learning activities through departments in collaboration with campuses at which classes are offered.	2005-2006			
	4. Evaluate the impact of	2005-2006			

	professional development activities and the plans for out-of-class learning activities plans on student development.				
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**Strategic Objective 2.5: Expand the identification by faculty of learning outcomes and assessment of student learning at the course, program, and College levels. (SP 2.7)**

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.	2004-2006	Vice Chancellor Academic Affairs and Student Devel. Dean Research, Planning & Grants	Low Cost	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.	2004-2005	In collaboration, as appropriate, with: Shared Governance System Department Chairs		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,	1. Establish an inventory of procedures used to evaluate teaching and delivery strategies at the College.	2004-2005	Vice Chancellor Academic Affairs Dean Research, Planning & Grants	Low Cost	Inventory procedures used to evaluate teaching and delivery strategies at the course and program level.
	2. Establish a support	2004-2005	In collaboration, as appropriate, with:		

analyze the assessment results, and modify those strategies where appropriate.	network for faculty to modify and refine teaching and delivery strategies at the course and program level.		Shared Governance System Department Chairs		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, and alumni satisfaction with college instructional, transfer, and training programs.	<ol style="list-style-type: none"> <li>1. Develop surveys for employers, current and alumni students.</li> <li>2. Disseminate surveys in collaboration with departments and programs.</li> </ol>	<p>2004</p> <p>2004-2005</p>	<p>Vice Chancellor Academic Affairs and Student Devel. Assoc Vice Chancellor Assoc Vice Chancellor Workforce Development Dean Research, Planning &amp; Grants</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	Low Cost	Satisfaction surveys of employers, students 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.	<ol style="list-style-type: none"> <li>1. Conduct review of current program review system and identify where the system could be improved to support instruction and student services.</li> <li>2. Make recommendations to ensure effectiveness.</li> <li>3. Adopt and implement recommendations.</li> </ol>	<p>2004-2005</p> <p>2004-2005</p> <p>2005-2006</p>	<p>Vice Chancellors Dean Research, Planning &amp; Grants</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	No Cost	Modification to program review system to support instructional and student services programs.

Strategic Objective 2.6: Expand staff development opportunities for faculty in the development and implementation of learning assessment initiatives. (SP 2.8)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Expand staff development opportunities for faculty in the development and implementation of learning assessment initiatives.	1. Develop work plan to provide professional development on learning assessment practices.	2004	Vice Chancellor Student Development Dean Research, Planning & Grants Assoc Dean Human Resources	No Cost	Increased opportunities for faculty to know more about learning assessment.
	2. Seek alternative funding sources to support activities.	2004- Ongoing	In collaboration, as appropriate, with: Shared Governance System Department Chairs		
	3. Implement plan over duration of the Student Equity Plan.	2004 – Ongoing			

Strategic Objective 2.7 Strengthen and expand educational technology programs. (SP 7.1)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Support the institutionalization of on-line learning classes, as appropriate, based upon evaluation of course effectiveness.	1. Review current on-line classes for levels of enrollment and for student and faculty satisfaction.	2004	Vice Chancellor Academic Affairs Dean Education Technology	No Cost	Institutionalization of appropriate on-line classes based upon effectiveness.
	2. Identify courses that require institutionalization.	2004			
	3. Recommend courses for institutionalization.	Fall 2004			

	4. Institutionalize courses.	Fall 2004			
b. Explore and evaluate the use of interactive television (IPTV) to deliver educational programming to students at various campuses.	<p>1. Conduct preliminary assessment.</p> <p>2. If assessment findings support the use of IPTV, then undertake steps 3-5 as appropriate.</p> <p>3. Review and expand feasibility assessment.</p> <p>4. Conduct technical review of options.</p> <p>5. Complete plan for implementation.</p>	<p>2004</p> <p>Fall 2004</p> <p>Spring 2005</p> <p>Spring 2005</p> <p>Spring 2005</p>	<p>Vice Chancellor Finance &amp; Administration</p> <p>Vice Chancellor Academic Affairs</p> <p>Dean Education Technology</p> <p>Campus Deans</p> <p>In collaboration, as appropriate, with:</p> <p>Shared Governance System</p> <p>Department Chairs</p>	No Cost	Plan for IPTV is complete, approved and ready for implementation.
c. Provide faculty with access to the appropriate training and equipment to improve the use of technology for instruction in traditional classroom settings, technology-enhanced instruction, and distance education.	<p>1. Develop professional development plan.</p> <p>2. Implement plan.</p> <p>3. Evaluate activities.</p> <p>4. Explore possibility of transforming all classrooms into "Smart Classrooms."</p>	<p>2004</p> <p>2004</p> <p>2005</p> <p>2005</p>	<p>Dean Education Technology</p> <p>Dean Research, Planning &amp; Grants</p> <p>In collaboration, as appropriate, with:</p> <p>Shared Governance System</p> <p>Department Chairs</p>	No Cost	Long-term plan for faculty to improve the use of technology for instruction is complete, approved, and ready for implementation. Classrooms support technology-enhanced instruction.

<p>d. Evaluate effectiveness of instructional technologies in contributing to student progress and success.</p>	<ol style="list-style-type: none"> <li>1. Develop evaluation plan.</li> <li>2. Conduct assessment.</li> <li>3. Complete evaluation and review.</li> </ol>	<p>2005 2005 2006</p>	<p>Dean Research, Planning &amp; Grants Dean Education Technology  In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>Low Cost</p>	<p>Complete evaluation of effectiveness of instructional technologies is used to determine future improvements.</p>
<p>e. Improve the programming on the education access television channel, through collaboration with SFUSD and other agencies.</p>	<ol style="list-style-type: none"> <li>1. Continue to develop an evaluation and planning process.</li> <li>2. Conduct comprehensive assessment with consultant assistance.</li> <li>3. Prepare report and recommendations.</li> <li>4. Review and make decisions.</li> <li>5. Implement.</li> <li>6. Continue to add Closed Captioning and stream the programs onto the Web.</li> </ol>	<p>2004 2004 2004 2005 2005 2005</p>	<p>Vice Chancellor Academic Affairs Dean Liberal Arts  In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>Medium Cost</p>	<p>The revamped educational access television channel provides improved programming that meets the needs of both the CCSF community and those of SFUSD and other agencies.</p>
<p>f. Expand capacity of student support services with computerized assessment centers, electronic educational planning, transcript services, and certificate/degree/transfer audit programs.</p>	<ol style="list-style-type: none"> <li>1. Develop plan for technology enhancements.</li> <li>2. Schedule resources and approve execution plan.</li> <li>3. Implement enhancements in</li> </ol>	<p>2004 2004 2004- Ongoing</p>	<p>Vice Chancellor Student Development Director Information Technology Services  In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>No Cost</p>	<p>Computerized assessment centers, electronic educational planning, transcript services, and audit programs become available to CCSF students and support services staff throughout</p>

	phases.				the year.
g. Explore a one-stop portal for students and employees.	<ol style="list-style-type: none"> <li>1. Evaluate practicality of portals and select portal system, as appropriate.</li> <li>2. Implement, if appropriate.</li> <li>3. Expand services provided under Banner Web 4 and other parts of the CCSF Web page.</li> </ol>	<p>Spring 2005</p> <p>2005- Ongoing</p> <p>Fall 2005- Ongoing</p>	<p>Director Information Technology Services</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	Medium Cost	A one-stop portal for students and employees is in operation.
h. Continue to improve the quality of computer labs and expand access for all students.	<ol style="list-style-type: none"> <li>1. Develop an inventory of computer labs and equipment; develop timeline for equipment replacement.</li> <li>2. Undertake comprehensive planning process to determine improvement program.</li> <li>3. Implement plan.</li> <li>4. Add Ethernet port access for students on their own laptops.</li> <li>5. Provide accessible workstations with wheel chair access in computer labs.</li> </ol>	<p>2004</p> <p>2004</p> <p>Fall 2005</p> <p>Fall 2005</p> <p>Fall 2005</p>	<p>Vice Chancellor Academic Affairs Vice Chancellor Finance &amp; Administration Dean Education Technology</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	High Cost	Computer labs are improved throughout the year, based on a comprehensive planning process.
i. Provide staff development and training opportunities for	<ol style="list-style-type: none"> <li>1. Conduct workshops and in-service training sessions.</li> </ol>	2004- Ongoing	Dean Education Technology	Low Cost	A comprehensive plan for staff development

<p>all CCSF employees in the use of technology and in applications of technology to enhance teaching and learning.</p>			<p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>		<p>and training is complete, approved and ready for implementation.</p>
<p>j. Use technology-mediated instruction to reach students, including home-bound adults, working adults, and students needing GED preparation in English, and other languages as available.</p>	<p>1. Utilize assessment of distance education program to determine feasibility of GED prep.  2. Identify best practices among other post-secondary institutions and state/local organizations utilizing tech-mediated instruction.  3. Develop plan.  4. Implement as appropriate.</p>	<p>Fall 2005  Spring 2006  Spring 2006  Fall 2006 and ongoing</p>	<p>Vice Chancellor Academic Affairs Vice Chancellor Finance &amp; Administration Dean Education Technology  In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>No Cost          Medium Cost</p>	<p>Home-bound adults, working adults, students needing GED preparation in English and other languages remotely access instruction using technology.</p>

Strategic Objective 2.8: Promote professional development and ensure that it is available to all CCSF employees.  
(SP 8.2)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
<p>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.</p>	<ol style="list-style-type: none"> <li>1. Review professional development programs and activities.</li> <li>2. Develop Comprehensive Staff Development Plan that uses in-house resources wherever possible and links back to all training specified throughout these Schedules.</li> <li>3. Identify and assess necessary resources and plans for seeking alternative resources.</li> <li>4. Implement Comprehensive Staff Development Plan.</li> <li>5. Fully inform all employees of staff development activities.</li> </ol>	<p>2004-2005</p> <p>Spring 2004</p> <p>Fall 2004</p> <p>Fall 2004</p> <p>2004- Ongoing</p>	<p>Vice Chancellor Academic Affairs Vice Chancellor Student Development Vice Chancellor Finance &amp; Administration Dean Research, Planning &amp; Grants</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>No Cost</p>	<p>Faculty, staff and administrators engage in comprehensive, cohesive professional development.</p>

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.	2004- Ongoing	Vice Chancellors Dean Research, Planning & Grants	No Cost	Professional development plans reflect the evolving needs of all key College constituencies.
	2. Implement professional development activities that reflect the needs assessments.	Spring 2004 and ongoing	In collaboration, as appropriate, with: Shared Governance System Department Chairs		

**3. STUDENT SUCCESS INDICATOR FOR E.S.L. AND BASIC SKILLS COMPLETION: “Ratio of the number of students by population group who complete a degree-applicable course after having completed the final ESL or basic skills course to the number of those students who complete such a final course.”**

**Goal 3: ESL and Basic Skills Completion: To ensure student access, progress and success through an effective and expanded approach to improving basic skills, remediation, and transitional studies including instruction, academic and student support services, and other services as necessary. (SP 1.0)**

Strategic Objective 3.1: Expand and improve programs and activities that focus on basic skills. (SP 1.1)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Examine effective retention practices, strategies, and models such as those that increase the intensity of coursework and that accelerate the work in basic skills.	1. Review literature and CCSF practices for effective practices in basic skills.	2004	Dean Research, Planning & Grants	No Cost	A comprehensive review of effective practices promoting success in basic skills will be completed and the results disseminated to the college community.
	2. Develop report to college on effective	Fall 2004	In collaboration, as appropriate, with: Shared Governance System Department Chairs		

	practices/models with recommendations for CCSF.				
	3. Disseminate report to College.	Fall 2004			

Strategic Objective 3.2: Increase success rates for students with basic skills needs. (SP 1.2)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Analyze English and math sequences to ascertain where student success can be increased.	1. Develop report to college on success in basic skills in English and Math sequences.	Spring 2004	Dean Research, Planning & Grants	No Cost	A comprehensive review of English and Math sequence in basic skills will be completed and the results disseminated to the college community.
	2. Disseminate report to College.	Spring 2004	In collaboration, as appropriate, with: Shared Governance System Department Chairs		
<b>b. Continue to expand the use of alternative methods of instruction and academic support.</b>	1. Based upon reports on effective practices, expand effective methodologies, programs, and academic support activities that promote basic skills success.	2004 – Ongoing	Vice Chancellor Academic Affairs Vice Chancellor Student Development	Low Cost	An expansion of alternative methods of instruction and academic support to meet basic skills needs.

Strategic Objective 3.3: Expand access for students needing basic skills courses. (SP 1.3)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Ensure that part-time students receive the same opportunities as full-time students.	<ol style="list-style-type: none"> <li>1. Review part time student enrollment patterns to determine if part time students have appropriate access to basic skills classes and academic support as full time students.</li> <li>2. Review schedule of basic skills classes and academic support to ensure availability of classes during day and evening, and at all appropriate campus sites.</li> <li>3. Recommend, if needed, expansion of basic skills classes at appropriate campus sites.</li> </ol>	<p>2004 – Ongoing</p> <p>2004- Ongoing</p>	<p>Vice Chancellor Academic Affairs Dean Instructional Support</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>No Cost</p> <p>Low-Medium Cost</p>	<p>Part time students receive same opportunities as full time students to access basic skills classes.</p>
<b>b. Determine and advocate for funding at the state level.</b>	<ol style="list-style-type: none"> <li>1. Develop a focused advocacy campaign at the State level for more funding for basic skills education.</li> </ol>	<p>2004 – Ongoing</p>	<p>Chancellor Dean Governmental Relations</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>No Cost</p>	<p>Additional funding for basic skills education.</p>

Strategic Objective 3.4: Provide a comprehensive student success curriculum. (SP 1.5)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Increase access to college success courses that develop study skills and other necessary skills.	<ol style="list-style-type: none"> <li>1. Review current number of college success courses and workshops offered and student demand for such courses and workshops.</li> <li>2. Recommend additional classes and publicity and promotion of these classes based upon review.</li> </ol>	<p>Fall 2004</p> <p>Fall 2004</p>	<p>Vice Chancellor Student Development</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>No Cost</p> <p>Low – Medium Cost</p>	<p>Increased student access to college success courses and improved academic performance for those students.</p>
<b>b. Expand initiatives through which student organizations address retention issues.</b>	<ol style="list-style-type: none"> <li>1. Identify student representatives to lead review of College student organization programs.</li> <li>2. Conduct discussion and review within student organizations.</li> <li>3. Recommend strategies for student organizations to support and promote student success within the College.</li> </ol>	<p>Fall 2004</p> <p>Fall 2004</p> <p>Fall 2005</p>	<p>Vice Chancellor Student Development Dean Student Activities</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>No Cost</p>	<p>Increased student retention.</p>

Strategic Objective 3.5: Expand the College's organizational capacity to address needs of basic skills students. (SP 1.7)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
<b>a. Expand the College's organizational capacity to address needs of basic skills students.</b>	1. Analyze and make recommendations for support of basic skills students.	Spring 2006	Chancellor Vice Chancellors	No Cost	Increase in the College's capacity to achieve higher levels of success for basic skills students.
	2. Convene a Basic Skills Summit consisting of faculty, students, other CCSF staff and stakeholders from the external community.	Spring 2006	In collaboration, as appropriate, with: Shared Governance System Department Chairs		
	3. Based upon the deliberations of the Summit, develop recommendations to expand college capacity to support needs of basic skills students.	Fall 2006			
	4. Implement recommendations.	Spring 2007			

Strategic Objective 3.6: Use skills-across-the-curriculum to enhance study skills and reinforce learning in the essential subject areas of reading, writing, and math. (SP 2.5)

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-Ongoing	Vice Chancellor Academic Affairs Vice Chancellor Student Development Dean Research, Planning & Grants	No Cost	Increase in numbers of students with student success skills.

	2. Seek alternative funding to support activities.	2004-2005	Assoc Dean Grants & Resource Development Assoc Dean Human Resources		
	3. Evaluate program breadth and numbers of faculty promoting student success skills.	2005-2006	In collaboration, as appropriate, with: Shared Governance System Department Chairs		

**Strategic Objective 3.7: Integrate basic skills, ESL, and other appropriate academic instruction with workforce education programs. (SP 3.2)**

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Integrate basic skills, ESL, and other appropriate academic instruction with workforce education programs.	1. Review of current status of integration of basic skills and ESL into programs.	2004- Ongoing	Vice Chancellor Academic Affairs and Student Devel. Assoc Vice Chancellor Workforce Development	No Cost	Increase the number of workforce programs integrated with basic skills and ESL.
	2. Recommend modifications to current programs and integrate into new programs, appropriate basic skills, ESL and other academic instruction.	2004- Ongoing	In collaboration, as appropriate, with: Shared Governance System Department Chairs		
	3. Implement modifications.	2004- Ongoing			

**4. Student Success Indicator for Degree and Certificate Completion: “Ratio of the number of students by population group who receive a degree or certificate to the number of students in that group with the same informed matriculation goals.”**

**Goal 4: Degree and Certificate Completion: To continue to emphasize the strengthening and improvement of academic programs. (SP 2.0) To increase the quality and accessibility of student development services to positively impact student outcomes related to graduation and job placement. (SP 5.0)**

Strategic Objective 4.1: Address and resolve graduation requirement issues. (SP 2.1)

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.  2. Implement new requirements.	2004-2005    2004-2005	Vice Chancellor Academic Affairs  In collaboration, as appropriate, with: Shared Governance System Department Chairs	No Cost	Resolution of CCSF graduation requirements for AA/AS degree.

Strategic Objective 4.2: Expand College retention programs for underserved and underrepresented students of color. (SP 5.5)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Expand activities of the Latino Services Network.	1. Increase outreach to students interested in LSN programs and services.  2. Expand collaborative programming with academic	2004-Ongoing	Vice Chancellor Student Development Vice Chancellor Academic Affairs Dean Outreach & Recruitment Director Latino Services	Low Cost	Increased access, achievement, and graduation among LSN participants.

	<p>departments.</p> <p>3. Expand scholarship opportunities.</p>		<p>Network</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>		
<p>b. Expand African American Scholastic Programs.</p>	<p>1 Increase outreach to local high schools and CBO's.</p> <p>2. Expand collaborative programming with academic departments.</p> <p>3. Expand scholarship opportunities.</p>	<p>2004-2005</p>	<p>Vice Chancellor Student Development</p> <p>Vice Chancellor Academic Affairs</p> <p>Dean Outreach &amp; Recruitment</p> <p>Dean African American Scholastic Programs</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>Low Cost</p>	<p>Increased access, achievement, and graduation among AASP participants</p>
<p>c. Assess needs and feasibility of establishing retention programs for other underserved populations, e.g., Filipino and Native American Students.</p>	<p>1 Prepare a needs assessment to Identify a viable target population.</p> <p>2. Develop conceptual frame-work for the proposed program using best practices.</p> <p>3. Conduct a feasibility study to ascertain the potential of said targeted retention program.</p>	<p>2004-2005</p>	<p>Dean, Student Support Services</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	<p>Low Cost</p>	<p>Assessment of needs and feasibility completed with recommendations regarding future development.</p>

Strategic Objective 4.3: Promote lifelong learning development, including skill upgrades and career ladders guidance.  
(SP 5.6)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Provide examples of career pathways that students can pursue with assistance from counseling services. e.g., workforce, associate degree, and transfer,	<ol style="list-style-type: none"> <li>1. Identify high demand fields open to the development of critical pathways.</li> <li>2. Develop pathways in multiple high demand fields.</li> <li>3. Assist student in identifying educational majors and career goals.</li> <li>4. Promote the identified career pathways with teaching and counseling faculty associated with students enrolled in or interested in each field.</li> </ol>	Fall 2005	Assoc Vice Chancellor Workforce Development Dean Student Support Services  In collaboration, as appropriate, with: Shared Governance System Department Chairs	Low Cost	Sample career pathways identified for high demand fields incorporating workforce development, associate degree and transfer programs

**5. Student Success Indicator for Transfer: “Ratio of the number of students by population group who complete a minimum of 12 units and have attempted a transfer level course in mathematics or English to the number of students in that group who actually transfer after one or more (up to six) years.”**

**Goal 5: TRANSFER: To ensure student transfer readiness through an effective and expanded approach to improving basic skills, remediation, and transitional studies. (SP 1.0) To increase the quality and accessibility of student development services to positively impact student outcomes. (SP 5.0)**

Strategic Objective 5.1: Expand and improve linkages from basic skills through transfer courses in the college curriculum. (SP 1.6)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
<p>a. Expand and improve linkages from basic skills through transfer courses in the college curriculum.</p>	<p>1. Conduct review and analysis of linkages of current academic support programs for basic skills students to progress through transfer courses.</p> <p>2. Recommend steps to expand and improve current programs.</p> <p>3. Pursue additional funding to support expansion and improvement of current funds.</p> <p>4. Implement recommendations.</p>	<p>Spring 2005</p> <p>Fall 2005</p> <p>Spring 2006</p>	<p>Vice Chancellor Student Development  Vice Chancellor Academic Affairs  Dean Student Services  Assoc Dean Grants &amp; Resource Development</p> <p>In collaboration, as appropriate, with:  Shared Governance System  Department Chairs</p>	<p>No Cost</p>	<p>Increased student success among basic skills students reaching transfer level courses.</p>

Strategic Objective 5.2: Expand the success of the College transfer function. (SP 5.3)

Activities	Actions	Timetable	Responsibility	Resources	Outcomes
a. Identify and assist transfer-ready students to transfer to baccalaureate institutions.	<ol style="list-style-type: none"> <li>1. Design a transfer-ready student identification strategy.</li> <li>2. Develop technological tools.</li> <li>3. Develop communications and support system.</li> <li>4. Implement the enhanced transfer system.</li> </ol>	Spring 2004	Dean Student Support Services  In collaboration, as appropriate, with: Shared Governance System Department Chairs	Medium Cost	Transfer-ready students are identified and supported, increasing transfer success.
b. Provide additional support for students in meeting transfer goals, targeting underrepresented students.	<ol style="list-style-type: none"> <li>1. Identify target students upon entry.</li> <li>2. Provide career success courses and workshops.</li> <li>3. Contact all interested students within their first year.</li> <li>4. Provide collaborative counseling support to improve transfer success.</li> </ol>	Fall 2004	Dean Student Support Services  In collaboration, as appropriate, with: Shared Governance System Department Chairs	Low Cost	Students interested in transfer are identified and counseled early, resulting in more timely and successful transfer.
c. Identify and collaborate with institutions that successfully work with community college transfer students.	<ol style="list-style-type: none"> <li>1. Conduct a study of transfer student success in key fields at major transfer institutions.</li> <li>2. Identify the top ten transfer institutions by success rates.</li> <li>3. Collaborate with targeted institutions to increase student access and expand articulation agreements.</li> </ol>	Spring 2004	Dean Student Support Services Dean Research, Planning & Grants  In collaboration, as appropriate, with: Shared Governance System Department Chairs	Low Cost	Transfer pathways to collaborating institutions accelerate and expand.