**Goal 1: Advance student achievement in meeting educational goals.**

1. **Student Learning Outcomes and Assessment.** Continue purposeful development of outcomes and assessment work at the course, program, service, and institutional levels. Use these results to improve student retention and achievement.

   - Provide training and development opportunities for faculty, staff, and students in topics and skills related to assessment. 
     
     | Source | Lead Committee or Workgroup | Lead Administrator(s) | Timeline | Funding | Notes added Spring 2015 (progress to date) |
     |--------|-----------------------------|------------------------|---------|---------|-------------------------------------------|
     |        | Assessment Plan             | Assessment Planning Team | Dean of Institutional Effectiveness | 2014-2015 SLO Coordinator Release Time | Multiple workshops and many trainings throughout Spring 2015 with emphasis on disaggregation; Multiple Student Services Institutes and Counseling Follow up in Spring 2015 analyzing CCSE and Centers Survey results. More SLO information available at www.ccsf.edu/SLO |
     |        | Assessment Plan             | Assessment Planning Team | Dean of Institutional Effectiveness | 2014-2015 SLO Coordinator Release Time | Instructional Division focused on disaggregation (collected via CurricUNET in Spring 2015, will report by subgroups at Flex on August 2015); Student Development Division focused on survey analysis (e.g., CCSE and Centers Surveys). |
     |        | Assessment Plan             | Assessment Planning Team | Dean of Institutional Effectiveness | 2014-2015 SLO Coordinator Release Time | Monthly highlights archived to provide concrete examples; SLO resource page maintained. |
     |        | Assessment Plan             | Assessment Planning Team | Dean of Institutional Effectiveness | 2014-2015 SLO Coordinator Release Time | Assessment Planning Team (APT) and Indices pages include reports on institution-set standards, institutional effectiveness performance indicators, dashboard showing longitudinal trends, ILO and GELD summaries; discussed via Participatory and Collegial Governance; emphasized during annual review of Mission and Board Planning Priorities. See www.ccsf.edu/indices |

   - Further program planning efforts by encouraging an ongoing and systematic collection and analysis of information about educational effectiveness across the College.
   - Disseminate, in conjunction with the Office of Research and Planning, statistical evidence about instructional and student services program outcomes assessment efforts.
   - Create a system of resources and reference materials to assist assessment activities.
   - Coordinate with the Office of Research and Planning the dissemination of information about CCSF’s successes in meeting the needs of its various communities and about the College’s continuous quality improvement efforts.

2. **Closing Equity Gaps.** Make regular and widespread use of both qualitative and quantitative research to measure student progress for underrepresented student groups and special populations. Examine student achievement by locations and programs including transfer, CTE, and basic skills. Use results to improve and create pathways for progress and close gaps among all students.

   - Increase average placement results of students in target populations in ESL, Math and English from current levels.
   - Increase the percentage of students in target populations that complete the matriculation process and take advantage of priority enrollment.
   - Increase number of foster youth/former foster youth enrolled at CCSF.

<table>
<thead>
<tr>
<th>Goal 1: Advance student achievement in meeting educational goals.</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1. Increase average placement results of students in target populations in ESL, Math and English from current levels.</td>
</tr>
<tr>
<td>A2. Increase the percentage of students in target populations that complete the matriculation process and take advantage of priority enrollment.</td>
</tr>
<tr>
<td>A3. Increase number of foster youth/former foster youth enrolled at CCSF.</td>
</tr>
<tr>
<td>Source</td>
</tr>
<tr>
<td>--------</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
### EMP Implementation Matrix - Action Items

*** available at www.ccsf.edu/EMP - last updated June 4, 2015 ***

<table>
<thead>
<tr>
<th>Source</th>
<th>Lead Committee or Workgroup</th>
<th>Lead Administrator(s)</th>
<th>Timeline</th>
<th>Funding</th>
<th>Notes added Spring 2015 (progress to date)</th>
</tr>
</thead>
<tbody>
<tr>
<td>B1. Increase successful course completion of African American, Pacific Islander, and American Indian/Alaskan Native students.</td>
<td>Student Equity Plan</td>
<td>Student Equity Strategies Committee</td>
<td>VCAA and VCSD</td>
<td>2014-2018</td>
<td>Equity Funding</td>
</tr>
<tr>
<td>C1. Increase Basic Skills Completion numbers for Filipino, Latino, Pacific Islander, and African American students.</td>
<td>Student Equity Plan</td>
<td>Student Equity Strategies Committee</td>
<td>VCAA and VCSD</td>
<td>2014-2018</td>
<td>Equity Funding</td>
</tr>
<tr>
<td>D1. Increase degree completion for African American and Filipino students.</td>
<td>Student Equity Plan</td>
<td>Student Equity Strategies Committee</td>
<td>VCAA and VCSD</td>
<td>2014-2018</td>
<td>Equity Funding</td>
</tr>
<tr>
<td>D2. Increase certificate completion rates for African American and Pacific Islander students.</td>
<td>Student Equity Plan</td>
<td>Student Equity Strategies Committee</td>
<td>VCAA and VCSD</td>
<td>2014-2018</td>
<td>Equity Funding</td>
</tr>
<tr>
<td>E1. Increase transfer rates for African American, Filipino, Latino, American Indian/Native American, Pacific Islander students and students with disabilities.</td>
<td>Student Equity Plan</td>
<td>Student Equity Strategies Committee</td>
<td>VCAA and VCSD</td>
<td>2014-2018</td>
<td>Equity Funding</td>
</tr>
<tr>
<td>E2. Increase UC transfer rates for African American and Latino students.</td>
<td>Student Equity Plan</td>
<td>Student Equity Strategies Committee</td>
<td>VCAA and VCSD</td>
<td>2014-2018</td>
<td>Equity Funding</td>
</tr>
<tr>
<td>E3 A. Collect more data about Asian subgroups including Filipino transfer rates as well as other identified subgroups.</td>
<td>Student Equity Plan</td>
<td>Student Equity Strategies Committee</td>
<td>VCAA and VCSD</td>
<td>2014-2018</td>
<td>Equity Funding</td>
</tr>
</tbody>
</table>

---

### Enrollment Strategies

Prioritize enrollment strategies such as marketing, community outreach, and collaborative initiatives with industry with the goal of retaining and attracting students. Also, engage fully in a range of enrollment management techniques including targeted recruitment and matriculation activities; alignment of education program and services with learner needs; targeted interventions for underperforming and underrepresented student groups; continuous analysis of enrollment, student access, and achievement; and alumni follow-up.

Market to key groups, i.e. recent high school graduates, those close to graduation, applicants who have not registered, all stop outs, Filipino stop outs, GED

| [NEED SOURCE] | Enrollment Management Committee | VCAA and Director of External Affairs | Spring 2015 | U-Fund for Marketing Budget | Implementation of the Spring ’15 marketing campaign is complete. See http://clients.interactcom.com/CCSF/Materials_Spring15/Summer ’15 marketing materials went up beginning of May and will remain up until the final summer registration date of June 12. Fall ’15 marketing materials being finalized and will be up mid-June and run through August 14th. Spring of ’16 marketing concepts are being finalized and will be refined as tracking and metrics of fall ’15 are analyzed. Key elements of the marketing plans are: * Mainstream general audience campaign to elevate visibility and brand * Sub-campaigns that are targeted to key student and demographic groups that, based on data analysis, offer the highest prospect for enrollment growth. |
### EMP Implementation Matrix - Action Items

*** available at www.ccsf.edu/EMP - last updated June 4, 2015 ***

<table>
<thead>
<tr>
<th>Source</th>
<th>Lead Committee or Workgroup</th>
<th>Lead Administrator(s)</th>
<th>Timeline</th>
<th>Funding</th>
<th>Notes added Spring 2015 (progress to date)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**3. Enrollment Strategies.** Prioritize enrollment strategies such as marketing, community outreach, and collaborative initiatives with industry with the goal of retaining and attracting students. Also, engage fully in a range of enrollment management techniques including targeted recruitment and matriculation activities; alignment of education program and services with learner needs; targeted interventions for underperforming and underrepresented student groups; continuous analysis of enrollment, student access, and achievement; and alumni follow-up.

- **Develop and promote Centers Pathways**
  - **Centers Program Reviews**
  - **Enrollment Management Committee**
  - **VCAA and President of Campus and Centers**
  - **[NEED TIMELINE]**
  - **U-Fund for FTE**
    - Pathways posters developed for each of the seven centers
    - Center Deans continue to meet with department chairs to expand certificate and degree program offerings at the centers
    - Center Deans collaborate with community based organizations and public agencies to promote center pathways and develop new partnership programs
    - A survey is administered annually to assess students' support services needs at the centers

- **Seek CTE Enhancement Funds for BioTech, BIM, Culinary, FSC, Game Sound, Horticulture, ICT - Web Design & Development Collaborative**
  - **CTE Enhancement Application**
  - **CTE Steering Committee**
  - **Associate Vice Chancellor of Workforce and Economic Development** [VACANT]
  - **CTE Enhancement Funds**

- **Implement related Basic Skills Initiative (BSI) projects, e.g., ESL Partnerships, ESL Early Alert**
  - **Basic Skills Report**
  - **Basic Skills Committee**
  - **VCAA and VCSD**
  - **Spring 2015**
  - **BSI**
    - * Reestablished committee, changed the membership “closed” in order to ensure equal cross campus representation (though meeting are still open to all), and redefined role as a recommendation committee to the Academic Senate.
    - * Made funding recommendations to the Senate for 2014-2015 based on criteria established by the committee; recommendations were approved by the Senate and implementation is currently in progress.
    - * Made funding recommendations to the Senate for 2015-2016 based on aforementioned criteria.

- **Implement Student Success and Support Program Plan (SSSP) for Students in Credit**
  - **SSSP Plan - 2014-2015**
  - **Matriculation Advisory Committee**
  - **VCSD and Dean of Counseling and Matriculation**
  - **2014-2015**
  - **SSSP**
    - See this link for list of completed activities:

- **Implement Student Success and Support Program Plan (SSSP) for Students in Noncredit**
  - **[PENDING CCCCO]**
  - **Matriculation Advisory Committee**
  - **VCSD and Dean of Counseling and Matriculation**
  - **[PENDING]**
  - **[PENDING]**
    - Pending state guidelines.
### EMP Implementation Matrix - Action Items

*** available at www.ccsf.edu/EMP - last updated June 4, 2015 ***

**Source** | **Lead Committee or Workgroup** | **Lead Administrator(s)** | **Timeline** | **Funding** | **Notes added Spring 2015** (progress to date)
--- | --- | --- | --- | --- | ---

<table>
<thead>
<tr>
<th>4. Communication and Collaborative Discourse about Student Success.</th>
<th>Continue to build transparent structures that systematically engage students, faculty, classified staff, administrators, and community members in ongoing and collaborative communication about effective improvements in access and success. Use this to make informed decisions in these areas.</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Refine Institution-Set Standards using associated data</td>
<td>Assessment Plan</td>
<td>Assessment Planning Team, Academic Senate</td>
<td>Director of Research</td>
<td>2014-2015</td>
<td>U-Fund and Equity Funding Additional metrics for CTE and Noncredit are under development.</td>
</tr>
<tr>
<td>Discuss implications of CCSSE results</td>
<td>CCSSE Results</td>
<td>Student Development Institute, Academic Senate</td>
<td>Director of Research</td>
<td>2014-2015</td>
<td>U-Fund Overall results were shared during January Flex 2015. Specific results were presented and discussed at Student Services Institutes and with Counseling. Next step is to bring College-wide implications forward through collegial and participatory governance. Department implications will be addressed through program review.</td>
</tr>
<tr>
<td>Explore methods for gathering information about stop out students for both Credit and Noncredit</td>
<td>[NEED SOURCE]</td>
<td>Assessment Planning Team</td>
<td>Chief Technology Officer, Dean of Admissions &amp; Records, Director of Research</td>
<td>2014-2015</td>
<td>U-Fund Exploring the feasibility of using Web4 to gather more information on Wr, i.e. students who withdraw.</td>
</tr>
<tr>
<td>Develop Distance Learning Plan</td>
<td>Distance Learning Plan</td>
<td>Distance Learning Advisory Committee</td>
<td>Chief Technology Officer</td>
<td>2015-2017</td>
<td>U-Fund Perkins is funding 15 units entirely online; DLAC’s draft plan will be shared on 5/11/15 with anticipated finalization in August 2015.</td>
</tr>
<tr>
<td>Implement related Basic Skills Initiative (BSI) projects, e.g., MESA intensive</td>
<td>Basic Skills Report</td>
<td>Basic Skills Committee</td>
<td>VCAA and VCSD</td>
<td>Spring 2015</td>
<td>BSI See above regarding Basic Skills (row 23).</td>
</tr>
<tr>
<td>Explore block scheduling</td>
<td>[NEED SOURCE]</td>
<td>Academic Senate, Enrollment Management Committee</td>
<td>VCAA</td>
<td>Spring 2015</td>
<td>U-Fund Pending. See program review for Office of instruction.</td>
</tr>
<tr>
<td>Explore andragogical approaches</td>
<td>Faculty Component of Professional Development Plan</td>
<td>Faculty Professional Development Committee</td>
<td>VCAA</td>
<td>Spring 2015</td>
<td>U-Fund Faculty PD Plan recommends a number of workshops to improve pedagogy and several departments have implemented accelerated learning or are redesigning their course offerings to increase student success.</td>
</tr>
</tbody>
</table>
### EMP Implementation Matrix - Action Items

 *** available at www.ccsf.edu/EMP - last updated June 4, 2015 ***

<table>
<thead>
<tr>
<th>Source</th>
<th>Lead Committee or Workgroup</th>
<th>Lead Administrator(s)</th>
<th>Timeline</th>
<th>Funding</th>
<th>Notes added Spring 2015 (progress to date)</th>
</tr>
</thead>
</table>

#### Goal 2: Transform and sustain College infrastructure.

1. **Facilities Planning and Capital Projects.** Develop an actionable facilities plan to match the directions established by the Education Master Plan. Allocate bond funds to address facilities projects to improve the learning and teaching environment.

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Source</th>
<th>Workgroup</th>
<th>Administrator(s)</th>
<th>Timeline</th>
<th>Funding</th>
<th>Notes added Spring 2015 (progress to date)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assemble detailed data for facilities usage index</td>
<td></td>
<td>Facilities Review Committee</td>
<td>VCFA and President of Campus and Centers</td>
<td>Spring 2015</td>
<td>[TBD]</td>
<td>Update pending information from Facilities Director.</td>
</tr>
<tr>
<td>Finalize RFP for Facilities Master Plan</td>
<td></td>
<td>Facilities Review Committee</td>
<td>VCFA</td>
<td>[PENDING]</td>
<td>[PENDING BIDS]</td>
<td>Update pending information from Facilities Director.</td>
</tr>
</tbody>
</table>

2. **Technology Planning.** Implement and update the existing CCSF Technology Plan to support upgraded classrooms and other educational technologies.

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Source</th>
<th>Workgroup</th>
<th>Administrator(s)</th>
<th>Timeline</th>
<th>Funding</th>
<th>Notes added Spring 2015 (progress to date)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update Technology Plan</td>
<td></td>
<td>Information Technology Advisory Committee</td>
<td>Chief Technology Officer</td>
<td>2015-2017</td>
<td>U-Fund allocation of $1.5 M for Technology</td>
<td>Rolling two year plan. ITAC is developing the draft which is near completion.</td>
</tr>
</tbody>
</table>

3. **Scheduled Maintenance.** Ensure that both scheduled maintenance and Prop 39 funding address critical facilities needs.

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Source</th>
<th>Workgroup</th>
<th>Administrator(s)</th>
<th>Timeline</th>
<th>Funding</th>
<th>Notes added Spring 2015 (progress to date)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assemble detailed data for facilities condition index</td>
<td></td>
<td>Facilities Review Committee</td>
<td>VCFA and President of Campus and Centers</td>
<td>Spring 2015</td>
<td>[TBD]</td>
<td>Update pending information from Facilities Director.</td>
</tr>
</tbody>
</table>

4. **Procedures.** Create clear procedures across all major divisions of the College (Academic Affairs, Finance and Administration, and Student Development) and continuously improve these procedures.

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Source</th>
<th>Workgroup</th>
<th>Administrator(s)</th>
<th>Timeline</th>
<th>Funding</th>
<th>Notes added Spring 2015 (progress to date)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update and create relevant policies and associated administrative procedures</td>
<td></td>
<td>Academic Senate when 10+1, and Participatory Governance Council</td>
<td>Various</td>
<td>Ongoing</td>
<td>U-Fund</td>
<td><a href="http://www.ccsf.edu/en/about-city-college/board-of-trustees/policies--administrative-procedures.html">http://www.ccsf.edu/en/about-city-college/board-of-trustees/policies--administrative-procedures.html</a></td>
</tr>
</tbody>
</table>

5. **Human Resources Planning.** Ensure that personnel planning is aligned to support and sustain College infrastructure.

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Source</th>
<th>Workgroup</th>
<th>Administrator(s)</th>
<th>Timeline</th>
<th>Funding</th>
<th>Notes added Spring 2015 (progress to date)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue incremental rebalancing of the College's human resources</td>
<td></td>
<td>Ongoing Program Review Process</td>
<td>Participatory Governance Council, also Vacancy Review (for Classified) and FPAC (for Faculty)</td>
<td>2014-2015 and 2015-2016 with annual review</td>
<td>per annual budget allocation</td>
<td>Occurring incrementally via program review decisions.</td>
</tr>
</tbody>
</table>
### Goal 3: Provide new and expanded opportunities for organizational development and effective innovation.

1. **Professional Development.** Create sound and sustainable professional development opportunities for all administrators, classified staff, and faculty.

   - **Provide Flex activities that focus on institutional goals**
     - **Source:** Professional Development Plan
     - **Lead Committee or Workgroup:** Professional Development Committee
     - **Lead Administrator(s):** Dean of Employee Relations
     - **Timeline:** 2014-2015
     - **Funding:** U-Fund of $250k for PD
     - **Notes:** Focused on Student Equity and Program Review in Spring 2015. Focused on Continuous Quality Improvement (CQI) in Fall 2015, including scheduling an additional, mid-semester Flex day in October.

   - **Provide ongoing training activities throughout the year**
     - **Source:** Professional Development Plan
     - **Lead Committee or Workgroup:** Professional Development Committee
     - **Lead Administrator(s):** Dean of Employee Relations
     - **Timeline:** 2014-2015
     - **Funding:** U-Fund of $250k for PD
     - **Notes:** Identified projects and teams for Leading From the Middle (LFM), increased number of Flex days for training, secured commitment for conference-related travel funds.

2. **Leadership Development.** Create opportunities for the entire College community, including students, to engage in learning experiences that promote communication, leadership skills, and ethical decision-making.

   - **Provide Board leadership development**
     - **Source:** Transition Plan
     - **Lead Committee or Workgroup:** CCC Board of Governors (BOG) and CCSF Board
     - **Lead Administrator(s):** Special Trustee and Chancellor
     - **Timeline:** Spring 2015 and ongoing
     - **Funding:** U-Fund
     - **Notes:** [www.ccsf.edu/board](http://www.ccsf.edu/board)

   - **Provide training in communication and ethical decision-making**
     - **Source:** [NEED SOURCE]
     - **Lead Committee or Workgroup:** Crisis Assessment, Intervention, and Response Team (CAIR)
     - **Lead Administrator(s):** Chancellor and Dean of Student Affairs and Wellness
     - **Timeline:** Ongoing
     - **Funding:** U-Fund
     - **Notes:** Leading From the Middle (LFM) will offer communication training.

   - **Conduct administrative workshops on leadership and communication, financial management, hiring and evaluation, governance**
     - **Source:** Admin Component of Professional Development Plan
     - **Lead Committee or Workgroup:** Administrators
     - **Lead Administrator(s):** Chancellor
     - **Timeline:** Monthly
     - **Funding:** U-Fund
     - **Notes:** Ongoing admin training throughout the year (twice monthly fall and spring semesters, periodic during summer). Topics were leadership and communication, financial management, hiring and evaluation, governance, and accreditation. LFM will include some deans as well.

   - **Conduct faculty workshops on faculty leadership and communication, program review, budget, hiring and evaluation, governance**
     - **Source:** Faculty Component of Professional Development Plan
     - **Lead Committee or Workgroup:** Professional Development Committee
     - **Lead Administrator(s):** [TBD]
     - **Timeline:** 2015-2016
     - **Funding:** U-Fund
     - **Notes:** Leading From the Middle will include several faculty -- as well as classified staff and deans. Other trainings are in the Faculty PD Plan.

   - **Develop and provide mentorship opportunities throughout the College**
     - **Source:** Faculty Component of Professional Development Plan
     - **Lead Committee or Workgroup:** Professional Development Committee
     - **Lead Administrator(s):** Dean of Employee Relations
     - **Timeline:** Selection of team projects Spring 2015, training in Fall 2015
     - **Funding:** U-Fund
     - **Notes:** Leading from the Middle will offer mentorship of employees as part of a year-long training. One of the projects coming out of LFM is to set up a method of mentoring student leadership as well.

3. **Effective Innovation.** Identify scalable effective innovation and promote innovation (e.g., through collaborations and partnerships).

   - **Review opportunities for new and existing program innovation**
     - **Source:** Ongoing Program Review; also, Grants Processes
     - **Lead Committee or Workgroup:** Faculty involved in their unit’s program review, Academic Senate’s Program Review Committee, Curriculum Committee
     - **Lead Administrator(s):** VCAA, School Deans, Department Chairs
     - **Timeline:** Fall 2015
     - **Funding:** U-Fund
     - **Notes:** See EMP list for consideration in Fall 2015 program review (pp 62-65). Also see program review for Office of Grants and Resource Development. Recent grant awards include Innovations in Higher Education for Bridge to Success, California Career Pathways Trust to strengthen pathways from SFUSD to CCSF in Biotechnology and in Information and Communications Technology.

   - **Develop coordination model between the following to align and promote effective innovation: AB 86, BSI, SSPP, Student Equity, and Professional Development**
     - **Source:** Fantastic Five Workgroup
     - **Lead Committee or Workgroup:** Fantastic Five (Fan Five)
     - **Lead Administrator(s):** Associate Vice Chancellor of Institutional Development
     - **Timeline:** Spring 2015 and ongoing
     - **Funding:** Various
     - **Notes:** Held monthly meetings of faculty coordinators for AB 86, Basic Skills, Student Equity, SSPP, Professional Development, and also Academic Senate President. Worked on cross-walks for goals and funding eligibility. Made suggestions for coordinating program review requests. Will receive input from Technical Assistance Partnership Resource Team scheduled to be on site on 5/26.