The college’s strategic planning process is now entering its final phase—dissemination, review and approval of strategic plan that will guide the college’s planning and budgeting system during the next five years. The process began in the fall of 2000 with the development of a vision statement by the Planning and Budgeting Council. The PBC then drafted a revised mission statement and adopted an institutional goals statement.

In March of this year, over fifty representatives from college constituencies, and a group of invited guests, spent two intensive days constructing a first draft of the college’s strategic plan. To frame the discussions, the participants utilized the drafts of the vision, mission and institutional goals statements as well as a 500 page strategic planning. The strategic planning participants identified eight key strategic initiatives and a number of objectives and activities in support of those initiatives.

The Planning and Budgeting Council and other participants from the two-day March sessions met again in April to review and modify the draft strategic initiatives. During the month of May the revised draft containing the vision, mission and goals statement, and the strategic priority initiatives was sent to all department chairs, administrators, program coordinators and leaders of college organizations for review and comment.

Based upon feedback from the chairs and administrators, this revised draft of the college strategic plan is being distributed to the college community. Included in this version are the vision, mission and goal statements, and the strategic priority initiatives. One additional section, the core college performance indicators, will be completed by the Fall. During the Fall semester, the Planning and Budgeting Council will hold open hearings on the plan.
CITY COLLEGE OF SAN FRANCISCO
STRATEGIC PLAN

Introduction

In the 21st century, City College of San Francisco faces a world of accelerating change – demographic change, technological change, economic change – all affecting what the College should and must be doing to serve the public. It is precisely because of these challenges that the College recognizes the importance of a responsive and well-designed Strategic Plan.

Over a five to six year period, the CCSF Strategic Plan is expected to provide an anchor and sense of continuity for the College, as well as a visionary springboard for innovation. Through this plan, the College will be able to sustain a clear vision and achieve a coordinated effort in fulfilling its mission and meeting the expectations of the community. Initially an instrument for the setting of goals, it will become a measuring stick for their attainment. In that way, the plan will foster in the college community a mode of continual improvement and responsiveness.

The development of this new plan began with an extensive assessment of the results of the College’s previous plan, followed by detailed research on important trends and changes at local, state and national levels. The College also held listening sessions throughout the community with panels of interested citizens, and goals and strategies were proposed with input from, and review by, the many constituents of the College. As the result of extensive participation in the planning process, the Strategic Plan has become the embodiment of a college-wide consensus on future directions in an era of constant change.

This Plan is prefaced with an enhanced statement of mission, an overarching vision for the years ahead, and institutional goals to frame the College’s intentions. The plan itself contains eight major Strategic Priorities, which reflect the principal directions for the College’s development in the next half decade. For each strategic priority, a number of objectives have been formulated and measures of performance have been identified. The Strategic Priorities reflect an emphasis on the following:

1. Increase student success through expansion and improvement in the areas of basic skills, remediation, and academic support services;
2. Strengthen and improve academic programs, student learning outcomes and alternative systems of delivery;
3. Expand programs meeting educational and training needs related to workforce, economic, and community development;
4. Expand the College’s outreach and recruitment, including marketing and promotional efforts, increasing access to educational opportunities for all those in need;
5. Increase the quality and accessibility of student development services to positively impact on student outcomes;
6. Identify and promote strategies to ensure stabilized funding resources;
7. Upgrade and expand technology utilization in order to enhance learning, optimize resources, and improve communication and organizational effectiveness;
8. Promote a dynamic organizational climate, expanding staff and professional development, improving communication and promoting diversity throughout the organization.

During the deliberative and participatory process of planning that led to these priorities, it became clear that this plan can only be implemented with an institution-wide recognition of five imperatives that must permeate the execution of each and every priority in the plan. As these planning priorities are carried out, the College is committed to keeping these imperatives in the forefront of implementation:

• That all strategic priorities must address and guide the whole college, with consistent application to both credit and noncredit instructional programs and structures at the College, particularly as relating to student support services, retention activities, career pathways assistance, and transfer assistance;
• That all strategic priorities provide for and promote diversity at all levels of the organization, purposefully contributing to a climate which fosters high morale, improved performance, and greater connectedness for all college constituencies and the community;
• That all strategic priorities incorporate the development and maintenance of strategic alliances and partnerships with external and internal constituencies, including especially the involvement of students, community members, and community groups and organizations;
• That all strategic priorities strengthen to the maximum feasible extent the concept of an integrated, one-college, multi-campus district, particularly with relation to the distribution of resources and services; and
• That the success of this plan is principally assured by the vital role of the CCSF Board of Trustees in adopting programs and policies supporting the vision, mission, goals and strategic priorities of the plan; monitoring the process made towards goals and objectives contained in the plan; supporting the college community while holding it accountable; and encouraging the Chancellor and administration in partnership with faculty, staff and students to implement this plan to the fullest in order to achieve the desired outcomes.

With these imperatives clearly in mind and with eyes focused on the priorities that will guide and shape our future, we anticipate a successful journey amidst the challenges of a world accelerating with change.
OUR VISION

As the City College of San Francisco moves into the twenty-first century, our foremost vision is that we will continue to value and foster superior levels of educational participation and academic success among our students. Through the outreach to and inclusion of all populations, the provision of an unparalleled learning experience for students, and the enhancement of a supporting and caring environment that sustains and leads them to the successful completion of their educational goals, we are motivated by a compelling and authentic vision.

A Teaching and Learning Community
Above all else, we aspire to be a teaching and learning community whose principal distinction is the quality of instruction delivered by departments with strong reputations in their fields. The quality of success in learning will permeate all levels of the educational experience, from basic skills to advanced honors courses, from vocational/technical to the academic courses, from citizenship preparation and adult retraining to university transfer courses. The breadth of superior learning opportunities extends to a vast array of courses and programs sufficient to offer any student a pathway to educational and career success.

A Service Community
We will continue to reach out to all neighborhoods, ethnic populations, and economic segments of our service area; develop campuses and sites to better serve geographic areas of the city; diversify and improve programs and services for the benefit of the community; build partnerships with public, private, and community-based agencies to better respond to educational, economic and societal needs; and foster informed participation of our students and employees in community life.

A Diverse and Caring Community
We seek to build an inclusive community, where respect and trust are common virtues, and where all people are enriched by diversity and multi-cultural understanding; a responsive environment in which student needs are met in a friendly, caring, and timely manner; and a working environment for all faculty, staff, and administrators in which everyone is valued and the climate is supportive, positive, and productive.

A Contributing Community
In the larger realms of the state, the nation, and the world, we hope to share our educational resources and contribute knowledge, expertise, and innovation as a post secondary institution of higher education, as members of the community colleges of the state of California and throughout the country, as colleagues in our various fields, trades, and professions, and as educators committed to lifelong educational opportunities for all.
OUR MISSION

To fulfill our vision, City College of San Francisco provides a range of educational programs and services to meet the needs of the diverse community we serve. These programs provide for:

- Completion of the requirements for the adult high school diploma and GED.
- Acquisition of the necessary career education and skills to successfully participate in the workplace and global economy.
- Achievement of associate degrees of art and science.
- Transfer to baccalaureate institutions.
- Mastery of skills necessary for active engagement in the social/political fabric of the community, for citizenship and for competence in English As a Second Language.
- Promotion of economic development and job growth in the Bay Area region.
- Cultural enrichment, lifelong learning and life skills.

To ensure that students reach their educational goals, the college will continue to provide access to an array of academic and student support services to support student learning while maintaining its commitment to standards of excellence.

In carrying out its mission, the College will continue to provide intellectual, educational, cultural and environmental leadership. City College belongs to the community and is a resource for the people whom it serves. The College will continue to strive to be responsive to them.

Revised March 25, 2002
INSTITUTIONAL GOALS

The institutional goals represent a translation of the mission and vision statements into more explicit purpose statements and intended outcomes. City College’s plan rests upon six institutional goals.

1. Enhance Access to City College of San Francisco

   City College will inform everyone of the benefits of the institution’s programs and services through a comprehensive outreach and recruitment effort. New and continuing students will be equipped with the appropriate information needed to enroll and succeed in the college’s programs and courses. CCSF will continue and expand its efforts to respond to the needs of the diverse communities we serve by maintaining an open door for all who can benefit from enrollment, and scheduling programs and classes throughout the City of San Francisco to ensure maximum access.

2. Promote Student Success in Achievement of Educational Goals

   The college is a learner-centered environment encouraging the acquisition of essential learning skills, civic engagement, and relevant knowledge that students need to achieve their educational goals. The college’s programs support student education goals including the associate degree, certificates of program completion, transfer to baccalaureate institutions, specific career skills, English as a Second Language, basic skills, and lifelong learning.

3. Improve Satisfaction with College Services

   All students should receive the highest quality educational and student support services at all campuses; faculty, staff and administrators should be able to rely upon the most efficient and effective college operations to fulfill their professional commitments to providing those services. College operations and services will rely upon a collegewide program review system as well as quality improvement processes to ensure that all students and employees receive the most reliable and efficient possible services.

4. Promote a Supportive and Positive Workplace

   To better serve our students and our diverse communities, CCSF will promote a supportive work environment, which fosters collaboration and improved levels of communication, innovation and experimentation among the various college departments and units; the college will continue to build effective staff development programs, ensure healthy working conditions, foster an environment of respect and trust, and strive to be the most productive and best rewarded workforce in the California community college system.
5. Manage Resources Effectively

To increase the college’s fiscal stability and effective management of its resources, CCSF will continue to pursue the highest standards of efficiency in delivery of educational services. The college will also aggressively pursue alternative sources of revenue including grants, alumni support and capital campaigns.

6. Pursue Highest Standards of Educational Excellence

City College promotes educational excellence by supporting faculty, administration, staff and student participation in national, state and local professional organizations, by building partnerships with other educational organizations, and by pursuing the highest standards of excellence for its programs and services.
DRAFT STRATEGIC PRIORITIES
June 2002

1. To ensure student access, progress, success and transfer readiness 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.

1.1. Expand and improve programs and activities that focus on basic skills.
   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.

1.2. Increase success rates for students with basic skills needs.
   a. Analyze English and math sequences to ascertain where student success can be increased.
   b. Continue to expand the use of alternative methods of instruction.

1.3. Expand access for students needing basic skills courses.
   a. Ensure that part-time students receive the same opportunities as full-time students.
   b. Determine and advocate for funding at the state level.

1.4. Expand support programs to meet needs of students who do not perform well on high school exit exams and other standardized tests.

1.5. Provide a comprehensive student success curriculum.
   a. Increase access to college success courses that teach study skills and other necessary skills.
   b. Expand initiatives through which student organizations address retention issues.

1.6. Expand and improve linkages from basic skills through transfer courses in the college curriculum.

1.7. Expand the college’s organizational capacity to address the needs of basic skills students.
2. To continue to emphasize the strengthening and improvement of academic programs and courses, instruction, alternative systems of delivery, and success in achieving student learning outcomes.

2.1. Address and resolve graduation requirement issues.

2.2. Continue to diversify the curriculum across the College.
   a. Promote multicultural perspectives and civic engagement in order to better engage current students and interest new students.
   b. Provide faculty and staff training and professional development opportunities in multicultural perspectives.

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.

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.

2.5. Use skills-across-the-curriculum to enhance study skills and reinforce learning in the essential subject areas of reading, writing, and math.
   a. Continue to promote and expand student success skills, including communication skills (speaking and listening), study skills, and time management.

2.6. Utilize contextual and experiential learning strategies.
   a. Expand the integration of vocational courses with ESL where appropriate.
   b. Utilize project-based learning.
   c. Develop bridge courses that introduce students to key occupational programs, such as biotechnology, information technology, and healthcare careers.
   d. Utilize job-shadowing opportunities.

2.7. Expand the identification by faculty of learning outcomes and assessment of student learning at the course, program, and College levels.
   a. Review and refine, where needed, existing policies and procedures that faculty use to identify desired learning outcomes by course and program.
   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.

c. Review and refine, where needed, existing policies and/or procedures that faculty use to evaluate the effectiveness of various teaching and delivery modalities and strategies, analyze the assessment results, and modify those strategies where appropriate.

d. Develop survey instruments to assess employer, student, and alumni satisfaction with college instructional, transfer, and training programs.

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.

Expand staff development opportunities for faculty in the development and implementation of learning assessment initiatives

3. **To continue respond effectively to the educational and training needs of students and communities related to workforce, economic and community development initiatives.**

3.1. Develop new academic, vocational and contract education career pathway programs to respond to economic development trends in the City and the region in key economic sectors, including but not limited to transportation, public sector services, biotechnology, and information technology.

3.2. Integrate basic skills, ESL, and other appropriate academic instruction with workforce education programs.

3.3. Expand workforce training and development opportunities for students.

   a. Address opportunities for employment training for diverse populations.

   b. Teach skills and competencies that cut across academic and occupational programs.

   c. Offer career-interest and career-planning courses.

   d. Collaborate with community-based organizations and businesses to provide students with a first employment/internship opportunity.

   e. Use work-study, internships, and other similar programs to provide students with work experience in the community related to their program/course of study.

3.4. Explore the potential of high-pay/high-skill jobs at the Mission Bay and Third Street Corridor projects for residents in local area communities as

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1 see also Education Master Plan Section I for additional program plans.
well as other sections of the City including the necessary education and training requirements for those jobs.

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

4.1. Expand the number of people served by the college within the City and County.
   a. Provide new kinds of programs and services to reach people in new ways.
      • Use technology and distance education.
      • Partner with community-based organizations (e.g., Swords to Plowshares, Walden House, Second Chance, Goodwill, On-Lok, JVS, etc.).
      • Recruit under-employed and dislocated workers.
   b. Review curriculum, scheduling, and instructional delivery options for programs and courses to attract diverse and changing student populations.
   c. Develop additional targeted marketing and outreach strategies.
   d. Analyze why some City residents attend community colleges outside the City and develop strategies to meet their needs through CCSF.

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

4.3. Develop outreach to people who commute into San Francisco.

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

4.5. Extend outreach activities beyond San Francisco, targeting the Bay Area, the state, and other countries.

4.6. Expand efforts to reach current middle and high school students, high school dropouts, and high school graduates.
   a. Expand the use of concurrent enrollment to support underprepared and underrepresented high school students, including students at risk of not graduating.
   b. Expand programs to reach high school students bound for CCSF or C.S.U., U.C., and other four-year colleges and universities.
   c. Expand and improve outreach to students still in high school.
d. Explore offering more CCSF courses at high school sites.

4.7. Expand alternative scheduling and flexible delivery of courses.
   a. Increase evening and weekend courses.
   b. Increase summer offerings.
   c. Increase continuing education offerings.
   d. Increase short-term and modular course offerings.
   e. Increase summer bridge courses for high school students needing academic enrichment activities.
   f. Explore the use of alternative calendars.

   a. Explore expansion of the scope of the Outreach/Recruitment Office.
   b. Expand role of students in outreach and recruitment.
   c. Expand outreach activities focused on campus-based programs.
   d. Explore ways that current students may promote the future enrollment of new students.

4.9. Explore intercampus transportation shuttle bus system.

5. To increase the quality and accessibility of student development services to positively impact student outcomes related to student learning, retention, course completion, graduation, and job placement.

5.1. 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.

5.2. Provide a fair and equitable wage for on-campus student employment opportunities by developing and implementing a three-year schedule to achieve a greater level of compensation for students.

5.3. Expand the success of the College transfer function.
   a. Identify and assist transfer-ready students to transfer to baccalaureate institutions.
   b. Provide additional support for students in meeting transfer goal, targeting underrepresented students.
   c. Identify and collaborate with institutions that successfully work with community college transfer students.

5.4. Strengthen the student orientation program.
a. Offer credit and noncredit student orientations that inform current students about College programs.
   - Involve students in the delivery of orientation programs in multiple languages.
   - Provide student mentors.
   - Explore awarding credit for participation in orientation.
   - Explore and develop online and video approaches to providing orientation services.

b. Develop additional student information for student orientation initiatives.

c. Improve user friendliness of the schedule.

5.5. Expand College retention programs for underserved and underrepresented students of color.
   a. Expand activities of Latino Services Network.
   b. Expand African American Achievement and Retention Programs.
   c. Assess needs and feasibility of establishing retention programs for other underserved populations (e.g., Filipino retention program).

5.6. Promote lifelong learning development, including skill upgrades and career ladders guidance.
   a. Provide examples of career pathways that students can pursue (workforce, associate degree, transfer) with assistance from counseling services.

5.7. Utilize technology to strengthen the delivery of student services.
   a. Implement a degree audit system for use by faculty, staff, and students.
   b. Implement a computer-based system for educational planning.
   c. Implement computerized assessment/placement testing.
   d. Implement a student monitoring system to ensure student success.
   e. Implement on-line delivery of student orientations where appropriate.

5.8. Assure the delivery of a full range of student support and counseling services at all campuses.
   a. Promote communication and knowledge about student development services among college faculty and staff.
   b. Strengthen relationships at the campuses by cross training student services faculty and staff to provide services for both credit and non-credit students.
c. Expand essential services to students beyond the College’s normal operating hours.
   - Address needs of evening and weekend students.
   - Expand Library/Learning Resource Center hours.
   - Expand Student Union hours.

6. **To identify and promote strategies that provide a stable pattern of funding for CCSF’s strategic priorities.**

   6.1. Monitor and advocate for state funding formulas and public policies that affect CCSF funding.
   a. Pursue full equity funding for noncredit programs and courses.
   b. Pursue increases to base funding.
   c. Monitor and advocate for funding formulas equitable for CCSF, its students, faculty, and classified staff.

   6.2. Review and improve efficient use of resources.
   a. Reorganize and re-engineer College operations and systems as needed to maximize efficient use of resources.
   b. Review the allocation of personnel to optimize the use of staff.
   c. Seek to eliminate mundane time-consuming processes.

   6.3. Expand activities to secure alternative resources.
   a. Develop a capital campaign for the College.
   b. Explore the establishment of planned- and deferred-giving funding options through the Foundation.
   c. Explore a “Friends of the College” initiative.
   d. Continue to develop the CCSF Foundation Board.
   e. Use grants to leverage other resources.
   f. Increase contract and continuing education programming.
   g. Create more strategic alliances and partnerships that provide opportunities for sharing instructional and student support services costs.

   6.4. Effectively implement the plans and projects associated with the 2001 Bond Referendum and leverage other resources from the state, federal, and private sectors to maximize the benefits for college facilities and programs.

   6.5. Continue to upgrade and maintain facilities to support learning.
   a. Address health and safety issues including seismic retrofitting.
b. Complete electrical upgrades to support district-wide computer network.
c. Remodel existing space to accommodate departmental needs when necessary.
d. Improve overall appearance of building exteriors as well as interior space.
e. Provide prompt responses to faculty and staff requests for work orders and custodial services.
f. Develop and implement standards for classroom furniture.
g. Expand scheduled and preventive maintenance activities.
h. Plan professional development opportunities for staff responsible for maintenance and upkeep of buildings and grounds.
i. Significantly improve external and internal signage for campus facilities, as needed, throughout the College.
j. Ensure access to all campuses for persons with disabilities

7. To significantly upgrade and expand the utilization of technology systems that enhance learning, optimize institutional resources, and contribute to improved levels of communication and organizational effectiveness.

7.1. Strengthen and expand educational technology programs.

a. Support the institutionalization of on-line learning classes, as appropriate, based upon evaluation of course effectiveness.
b. Explore and evaluate the use of interactive television (IPTV) to deliver educational programming to students at various campuses.
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.
d. Evaluate the effectiveness of these instructional technologies in contributing to student progress and success within the College.
e. Improve the programming on the College’s education access television station, through collaboration with SFUSD and other agencies.
f. Expand capacity of student support services with computerized assessment centers, electronic educational planning, transcript services, and certificate/degree/transfer audit programs.
g. Explore a one-stop portal for students and College employees.
h. Continue to improve the quality of computer labs and expand access for all students.

i. Provide staff development and training opportunities for all CCSF employees in the use of technology and in applications of technology to enhance teaching and learning.

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.

7.2. Improve network services.

a. Provide CCSF employees with universal access to Web-based services and resources through desk-top computers.

b. Provide CCSF students with universal access to Web-based services and resources, including email, chat rooms, discussion boards, Web portal, instant messaging, information ports, laptop loans, and wireless access.

c. Establish standards for network services.

d. Plan and support wireless access to Web services for all constituencies.

e. Plan for next generation of network technologies including convergence of voice, data, and video; new telephone/voice system; and video distribution alternatives such as interactive TV.

7.3. Expand College capacity of technical support and organization.

a. Complete the construction and rollout of network infrastructure.

b. Develop and implement a training program for the application of CCSF technologies.

c. Establish stronger structures to improve delivery of information technology resources and technical support for users.

7.4. Expand applications for an improved administrative system and working environment.

a. Convert paper-based systems to electronic systems at all campuses, including document imaging, student ID card, and on-line personnel and requisition processing.

b. Review College business practices to improve efficiency and productivity.

c. Support the ergonomic use of technology to prevent injury and improve efficiency.

d. Explore and implement automated noncredit admission and enrollment to improve efficiency through technology, further automating activities such as pre-enrollment, waiting lists,
registration, transfer between classes, class counts, no show follow-up, and attendance accounting.

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.

8.1. Ensure that the College’s workforce reflects the diverse communities we serve.
   a. Continue and expand efforts to recruit and hire a diverse faculty.
   b. Pursue development strategies to cultivate and support a future corps of faculty for CCSF.
   c. Evaluate the progress and success of the College’s recruitment and hiring efforts and processes.

8.2. Promote professional development and ensure that it is available to all CCSF employees.
   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.
   b. Conduct periodic assessments of the needs for professional development including input from all key College constituencies.
   c. Expand campus-based opportunities for professional development.
   d. Establish ongoing orientations for new faculty, classified staff, and administrators throughout the year.
   e. Support and reward innovation among faculty, classified staff, and administrators.
   f. Identify and publicize effective practices promoting student success.

8.3. Continue to develop initiatives that promote social and racial trust among all College constituencies.

8.4. Ensure a balance of services for all campuses.

8.5. Promote collaborations among departments and College offices.
   a. Increase collaboration and direct interaction among counselors, instructors, and librarians to foster positive working relationships.

8.6. Investigate the feasibility of offering incentives for early retirement for eligible faculty, classified staff, and administrators.
8.7. Improve and increase accurate and consistent communications among employees, students, and the larger community about College programs and activities.
   a. Use technology for improved communication.
   b. Use traditional means to improve communication.
   c. Provide periodic progress reports to residents of San Francisco.
   d. Continue to share research on student success.
   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.

8.8. Implement recommendations of the Enhanced Self-Study as they are approved.

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