

## BOARD GOALS 2024-2025

### I. Ensure continuous improvement, radical transparency, and accountability in effecting the regular duties of the Board of Trustees.

Board Priorities 2024-2025	Chancellor Support 2024-2025
<ol style="list-style-type: none"> <li>1. <b>Continue</b> transparency and integrity of the District performance by supporting the work of the performance auditor. <ol style="list-style-type: none"> <li>a. <b>Board ad-hoc Performance Audit committee.</b></li> </ol> </li> <li>2. Engage in regular and continuous professional development for trustee accountability and board effectiveness.</li> <li>3. Review and approve regular duties: <ol style="list-style-type: none"> <li>a. <b>New District Strategic Plan</b></li> <li>b. <b>Review EEO plan and hiring practices to ensure compliance with new laws.</b></li> <li>c. Board Policies update and implementation of regular review cycle.</li> </ol> </li> <li>4. Complete Board annual self-evaluations and complete annual and mid-year Board Goals review and update.</li> <li>5. Complete <b>annual</b> Chancellor evaluation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Chancellor supports the performance auditor and creates implementation plans from the recommendations of the performance auditor. Chancellor implements the auditor recommendations. <ol style="list-style-type: none"> <li>a. Chancellor to create Board ad-hoc committee to review audit drafts.</li> </ol> </li> <li>2. <b>Under the direction of the Chancellor, Clerk of the Board to continue organizing conference attendance for members of the Board.</b></li> <li>3. Chancellor works with Board President to schedule review and update of regular duties. <ol style="list-style-type: none"> <li>a. Chancellor to create ad-hoc Strategic Plan committee.</li> <li>b. Chancellor to ensure EEO Plan implementation in collaboration with HR.</li> <li>c. Chancellor continues the Board Policies update project in 24-25.</li> </ol> </li> <li>4. Chancellor to <b>continue to</b> support board completion of evaluation and goal setting cycles.</li> <li>5. Chancellor to <b>continue to</b> cooperate and collaborate with the board on the Chancellor's evaluation.</li> </ol>

### II. Reinforce a thriving and positive-oriented workplace where employees feel supported in professional growth and innovation.

Board Priorities 2024-2025	Chancellor Support 2024-2025
<ol style="list-style-type: none"> <li>1. Review and update HR policies.</li> <li>2. <b>Support an organizational study on staffing capacity.</b></li> <li>3. Ensure exit interview process is implemented and the data is utilized for improvement.</li> <li>4. Support new employee onboarding process that aligns with values statement.</li> <li>5. Support professional development opportunities for employees.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prioritize Board policy review to include Chapter 7.</li> <li>2. <b>Analyze comprehensive employee staffing data to determine areas that may need restructuring to maximize capacity.</b></li> <li>3. Work with HR to create exit data reports and a plan for improvement.</li> <li>4. Improve onboarding and retention plans.</li> <li>5. Work with HR and CFO to ensure appropriate allocation of professional development funds.</li> </ol>

## BOARD GOALS 2024-2025

### III. As stewards of the public trust, ensure prudent fiscal planning for the priorities of the District.

Board Priorities 2024-2025	Chancellor Support 2024-2025
<ol style="list-style-type: none"> <li>1. Capital Improvements.</li> <li>2. Facilities repair and maintenance.</li> <li>3. Make "Free College" permanent.</li> <li>4. Support student basic needs.</li> <li>5. Continue exploration of public financing for a potential new Capital Improvement Program in 2026.               <ol style="list-style-type: none"> <li>a. Create ad-hoc committee.</li> </ol> </li> <li>6. Trustees' Prioritize New Facilities toward amending the Facilities Master Plan (FMP) thus far to include:               <ol style="list-style-type: none"> <li>a. Student Housing for Three Campuses</li> <li>b. Athletic Center at Skyline College</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Chancellor to conduct regular review of capital improvement needs and seek fiscal guidance from the board.</li> <li>2. Chancellor to conduct regular review of repair and maintenance needs and seek fiscal guidance from the board.</li> <li>3. Chancellor to work with the Board, ED of the Foundation and ED of Government and Community Relations to find permanent funding for Free College.</li> <li>4. Chancellor to provide regular updates to the board on students' basic need programs, to include reports from the district lobbyist on advocacy efforts and legislative priorities and seek fiscal guidance from the board.</li> <li>5. Support the exploration of public financing by researching strategies, interviewing financing consultants, and making recommendations to the Board on next steps for a possible new Capital Improvement Program.</li> <li>6. Ensure board discussion regarding FMP. Seek board approval for a new Capital Improvement Program and with an amendment to the Facilities Master Plan that reflects both the Board's priorities and the Chancellor's team priorities.</li> </ol>

### IV. Encourage and support innovations in outreach, recruitment, retention, and enrollment growth.

Board Priorities 2024-2025	Chancellor Support 2024-2025
<ol style="list-style-type: none"> <li>1. Review and monitor reports on outreach, recruitment, and enrollment strategies.</li> <li>2. Review and monitor College and District data towards reasonable increases in enrollment.</li> <li>3. Increase dual enrollment.</li> <li>4. Review student success goals and measurement of progress towards goals.</li> </ol>	<ol style="list-style-type: none"> <li>1. Chancellor will continue to report on marketing campaigns, outreach efforts, and enrollment.               <ol style="list-style-type: none"> <li>a. Enrollment reports due two times a year: Fall and Spring after census.</li> <li>b. Strategic plan metric review and update (annually Spring) (RETAIN)</li> </ol> </li> <li>2. Chancellor and staff serve as thought partners by creating opportunities for ample board discussions on direction of district through ad-hoc committees and study sessions</li> <li>4. Chancellor will provide recommendation regarding a dual enrollment goal</li> <li>5. Chancellor will provide recommendation of student success goals and measurement</li> <li>6. Chancellor will implement longitudinal data dashboards for enrollment, completion, graduation including impacted populations.</li> </ol>

# BOARD GOALS 2024-2025

## V. Provide students with clear pathways to completion and support innovative approaches to delivery methods and industry engagement.

Board Priorities 2024-2025	Chancellor Support 2024-2025
<ol style="list-style-type: none"> <li>1. Sustain increased focus on part-time completion and strengthen PSP program.</li> <li>2. Support review of program viability and the development of innovative career education programs to meet industry needs.</li> <li>3. Focus on monitoring and increasing completion outcomes for disproportionately impacted populations.</li> <li>4. Support a study of alternative methods to reach students <b>through innovative educational models.</b></li> <li>5. Support innovative pathways with industry partners.</li> <li>6. <b>To have ample opportunity for discussion during study sessions and ad hoc committee involvement on educational programs, campus and District programs. Review and understand existing educational programming in the District and receive regular reports.</b></li> <li>7. <b>Expand Nursing Program.</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Chancellor and staff to provide reports on completion metrics and work as thought partners on growth and expansion of completion programs. Innovation for part-time student completion.</li> <li>2. Ensure all course offerings lead to a completion of a degree or certificate. <ol style="list-style-type: none"> <li>a. Staff review of program viability;</li> <li>b. Staff review of current career programs and survey industry needs in the local area;</li> <li>c. Present data on enrollment and completion in current career programs;</li> <li>d. Design career pathway clusters which align with local industry needs;</li> <li>e. Reallocation of resources to support high demand areas, and ensuring innovation to meet the surrounding employer needs;</li> <li>f. Ensuring fiscal support for completion programs such as PSP/EOPS/TRiO, Guided Pathways;</li> <li>g. Convey to the board the fiscal and resource needs in order to reach goals;</li> </ol> </li> <li>3. Chancellor to ensure colleges' equity plans centered around data to improve service to disproportionately impacted student populations. <b>Ensure that outcomes are available publicly on data dashboards.</b></li> <li>4. Explore alternative <b>and innovative</b> scheduling <b>and delivery</b> options and review and present baseline data on historical trends on late start, night, and weekend classes.</li> <li>5. Explore and strengthen innovative pathways with industry partners. <b>Current examples include:</b> <ol style="list-style-type: none"> <li>a. <b>Oracle University Pathways</b></li> <li>b. <b>Auto-mechanic training for county service providers</b></li> <li>c. <b>Pre-apprenticeships</b></li> </ol> </li> <li>6. <b>Bring regular reports of educational programs (e.g., International Programs, KCSM, etc.). Chancellor tracks study session topic suggestions and works with the board to create meaningful study sessions.</b></li> <li>7. <b>Explore costs and feasibility of expanding nursing program to meet industry needs.</b></li> </ol>

## BOARD GOALS 2024-2025

### VI. Inspire stronger and more meaningful community partnerships that lead to seamless pathways from cradle to college.

Board Priorities 2024-2025	Chancellor Support 2024-2025
<ol style="list-style-type: none"> <li>1. Secure MOUs at Skyline and CSM, based on Cañada's Living the Promise Model.</li> <li>2. Explore legislative opportunities for seamless articulation to four-year public universities.</li> <li>3. Explore innovative four-year degree program development at each of the campuses.</li> </ol>	<ol style="list-style-type: none"> <li>1. Create and align MOUs across all three campuses in support of CAN's K-14 Model Initiative: Living the Promise.</li> <li>2. Work with lobbyist on legislative opportunities (ONGOING)</li> <li>3. Research and implement baccalaureate option for nursing program at CSM. Explore baccalaureate options at CAN. Explore feasibility of a second baccalaureate at SKY.</li> </ol>

### VII. Establish the SMCCC Foundation as a high-performing fundraising agent for the District.

Board Priorities 2024-2025	Chancellor Support 2024-2025
<ol style="list-style-type: none"> <li>1. Monitor and support improvement of SMCCCD Foundation performance through service on the Foundation Board.</li> <li>2. Ensure compliance with District policies and the new operating agreement.</li> <li>3. Receive regular updates from the Chancellor and ED.</li> <li>4. Support increasing donations, moving towards \$100M endowment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure Board-required participation on Foundation Board and encourage participation in Foundation activities.</li> <li>2. Implement new operating agreement and engage in new collaborative goal setting and strategic planning under the direction of new Foundation ED in concert with the Foundation Board.</li> <li>3. Quarterly updates to the Board in collaboration with the Foundation ED.</li> <li>4. Work with new Executive Director to support the Board's Foundation goals.</li> </ol>

## BOARD GOALS 2024-2025

**VIII. As educational leaders in San Mateo County and the State of California, enrich District's reputation in the community through deeper engagement with stakeholders and comprehensive Countywide awareness-building campaigns.**

Board Priorities 2024-2025	Chancellor Support 2024-2025
<ol style="list-style-type: none"> <li>1. Increase statewide and national presence at conferences.</li> <li>2. Improve and expand internal and external community and campus engagement.</li> <li>3. Cultivate new and strengthen existing political relations with external stakeholders.</li> <li>4. Improve outreach and presence in targeted communities through partnership and sponsorship of established community groups.</li> <li>5. Broadly share a unified message about the District to communities and stakeholders. Communicate and encourage increased enrollment and community impact by graduates.</li> </ol>	<ol style="list-style-type: none"> <li>1. Board Clerk organizes regular conference attendance by Board members.</li> <li>2. Chancellor to ensure community forums and education.               <ol style="list-style-type: none"> <li>a. SMCCD + CCCCO Collab: Spring 2025 Conference.</li> <li>b. "State of the District" chancellor events.</li> <li>c. Work with ED of Foundation to bring donors to campus experiences.</li> </ol> </li> <li>3. Create opportunities for the community and political leaders/business partners to see campuses during "Academic Showcase Series".</li> <li>4. Cultivate partnerships through educational programs in target communities. Examples include:               <ol style="list-style-type: none"> <li>a. Samaritan House</li> <li>b. SamTrans</li> <li>c. San Mateo County Sheriff Jail Facilities</li> <li>d. NorCal Carpenters Union</li> </ol> </li> <li>5. Comprehensive district marketing and storytelling with targets and customized messaging to reach impacted populations.</li> </ol>