



# Superintendent/President Three Year Goals: 2024-2027

## Goal 1: Inclusive, Equity-Focused, Belonging Campus Culture- Emphasis on Leadership

1. Work collaboratively with the campus community to ensure a college culture that centers on equity, belonging, diversity, and inclusion - focusing on race conscious education, social justice, and cultural proficiency.
2. Ensure faculty, staff, students, and administrators are contributing to the collective connection of respect and inclusion, through learning, program-services development, and interactions with one another.
3. Identify, revise, and develop administrative procedures that require inclusive practices, implicit bias and related training in critical areas including but not limited to new hires, hiring committees, Associated Student Officers, and board members.
4. Work with college leaders to develop new and innovative programs that will increase access (enrollment) – including an intentional focus on historically marginalized communities.
5. Maintain a district-wide culture focused on belonging, diversity, equity, and inclusion through regular and consistent training, professional and leadership development opportunities, and districtwide programming.
6. Ensure diversity, equity, belonging, and inclusion is embedded into the objectives of the college's updated Strategic Plan, which will be aligned with the state's Vision 2030 plan, college's educational vision plan, Governing Board goals, and Superintendent/President's goals

## Goal 2: Student Centered Approach

1. Maximize student opportunities to access enrollment through student engagement/re-engagement, learning and development programs, financial support, resources, and scholarships.
2. Increase transfer rates of students to the University.

3. Decrease the number of unit's students are taking to complete an educational goal.
4. Increase accessibility to college information, programs, and services for all student groups both online and in-person.
5. Increase the number of students securing workforce training and employment opportunities in their field of study, particularly focused on those industries that pay sustainable living wages in the region.
6. Ensure for all the above measures, eliminating equity gaps for disproportionately impacted student groups on campus.
7. Institutionalize Jaguar Pathways by providing program design input, administrative and fiscal support for the program.

### **Goal 3: Community Connectedness**

1. Facilitate effective partnerships with K-12 districts, business and industry, regional government agencies, colleges and universities, non-profit organizations, and community-based organizations with a focus on expanding partnerships with BIPOC-owned, led and/or serving businesses and organizations.
2. Expand programs with local middle schools to ensure early college and career preparation.
3. Maintain effective engagement with the Foundation Board of Directors.
4. Maintain strong relationships with local media outlets to ensure a positive college profile.
5. Increase outreach and awareness, including in communities of color with a focus on increasing pathways to enrollment at the college.

### **Goal 4: Faculty, Staff and Leadership Representation Through Hiring, Onboarding, Retention, Mentoring & Leadership Development**

1. Create opportunities to support faculty, classified professional, and administrator professional/leadership development and college engagement.
2. Ensure Human Resources on campus is maintaining strong policies, procedures and practices for employee professional development/growth, employee performance accountability and comprehensive employee evaluations.
3. Work with faculty, staff, and leadership to identify and develop retention strategies for Black, Indigenous, People of Color (BIPOC).
4. Update policies and procedures that facilitate equity in hiring practices.

## **Goal 5: Leverage Financial Power to Redesign Systems In Order to Better Serve Students and the District Community**

1. Work to ensure the short and long-term fiscal stability of the college district, simultaneously allocating resources to support student enrollment and success.
2. Ensure financial support for programs and services that create equity and inclusion for students in the district.
3. Ensure the college district is maximizing resources and training for intentional and well-designed marketing-outreach efforts. Ensure these efforts are focused in communities of color/other marginalized communities and in multiple languages aligned with the languages spoken in our service area.