



Board Goals for 2018-2019

Head Transition & Support

- The CDS Board of Trustees will provide appropriate time, support, structure and opportunities for Shelly to experience and internalize the school's culture and climate in order to successfully lead the community through upcoming periods of significant change.

Review and Revise the CDS Mission, Vision, and Values

- The Board of Trustees, in collaboration with the head of school and administration, will engage the CDS community to thoughtfully review and revise the school's mission statement to ensure that it is reflective of the school's core values and strategic goals.

Teacher Retention

- One of the program priorities in the CDS strategic plan is to attract, support, and retain a team of world-class teachers and administrators who will provide an excellent education and an enriching learning environment for our students.
- The CDS board of trustees along with senior administration, will devise a well-informed Teacher Retention strategy.

Review and Revise the Program & Facilities Master Plan

- The CDS strategic plan states that the school should evaluate whether our current facilities are meeting the needs of our students and update the facilities master plan to reflect changing needs of our community, including athletic facilities and preschool facilities.
- The CAIS Visiting Team Report recommended that the school prepare contingency plans in case we lose access to the Boys and Girls Club facilities and to carefully review multiple alternative construction and leasing options to replace the early childhood program facilities.
- The board of trustees will examine the program and facilities master plan considering and integrating outcomes from the Mission, Vision & Values revisit.

Improve Communication between the Board and the CDS Community

- Identify opportunities for the board to share goals, processes, and accomplishments with the wider CDS community.

Establish a Connection with the Outside Community

- One of the community priorities in the CDS strategic plan is to forge meaningful connections with our external community and local neighborhoods, leveraging our relationships with Aim High, the SF Boys & Girls Club, and other organizations to attract and serve under-resourced youth.
- The board of trustees will examine current and potential partnerships with other organizations in the neighborhood and city. The board will also seek to strengthen relationships with our neighbors and find opportunities to be involved leaders in the Mission Dolores neighborhood.

Ensure CDS is a Leader in Diversity & Inclusion

- Ensure CDS is a leader in diversity and inclusion by partnering effectively with the Director of Inclusion and leveraging the broader Bay Area independent school community for ideas.
- The board of trustees, along with the head of school and administration will define what leadership in diversity and inclusion means and looks like for CDS.

Additional Goals Considered

The following goals were also considered and discussed during the Sept 22 board retreat, but were not adopted as goals for the full board during the 2018-19 school year.

Goals to be addressed by Committee on Trustees

- Revise and finalize a succession plan for board trustee transition both for chair positions and seats at large, and develop mechanisms to recruit non-parent trustees and trustees that represent the diversity of the CDS community and wider Bay Area.
- Revisit and update the CDS by-laws.

Goal to be addressed by Advancement Committee

- Develop a fundraising strategy for the next capital campaign

Notes from Goal Development Discussion

- There was a discussion about the timing of revisiting the Mission and whether it was too soon in Shelly's tenure to take on this task. The general feeling from Shelly and the board is that this could be done this year and is consistent with the goals that the board has set for Shelly about understanding the CDS culture outlined in the Head Transition Plan. It was also noted that the examination of the mission drives future decision making for the board and provides us an opportunity to "market the why" for CDS.

- There was a question about sequencing the facilities master plan and fundraising strategy, especially in regards to how these relate to the Mission revisit. There was general agreement that the facilities plan could be examined simultaneously with the mission and informed by that work as it develops.
- It was clarified by the Facilities Committee that the current facilities master plan is not “set” and needs to be revisited, and that there are important connections to community/neighborhood outreach in considering future scenarios around facilities.
- There was a discussion about how CDS can ensure that it is investing in things that reflect the mission, vision, and values of the school and to regularly consider what is missing WRT investment from a programmatic standpoint.
- It was acknowledged that several of the goals discussed are ongoing and could use established and agreed-upon metrics to track the board’s progress in achieving them.
- There was discussion about whether crafting a “Technology Vision” for CDS was a goal we should consider for the coming year. There was a concern that it might be too much of a hot-button issue for Shelly’s first year and some questions about whether this was an issue for the board or the school administration.
- A similar question arose around whether the board should address the goal of developing alternative revenue streams for the school. Some also questioned if this was an issue for the board or the administration to address.
- It was acknowledged that the Strategic Plan will need to be revisited and updated before 2020, but that revising the mission, vision, and values should precede that effort.