



Board of Trustees Goals for 2019-2020

Overarching Goals

Mission, Beliefs, and Values Integration

- The CDS Board of Trustees will ensure that the school's newly-adopted mission, beliefs, and values guide both the work and the processes of the board and its committees. Board and committee chairs will be tasked with outlining how proposed actions or processes align with CDS's mission, beliefs, and values to establish a culture of ingraining these guiding principles in everything that we do.

Collaborate with and Support the Head of School

- As Shelly enters her second year as the CDS Head of School, the board will continue to build its strategic partnership with her and support her as she spearheads new initiatives. Board co-chairs will meet regularly with Shelly, the EC will convene monthly, and individual Trustees will make themselves available to Shelly as supporters and confidants.

Goals to be Addressed by Ad-Hoc Committees

Update the CDS Strategic Plan

- The Board of Trustees, in collaboration with the Head of School and administration, will engage the CDS community to develop a new strategic plan that aligns with the school's mission, beliefs, and values. The scope of the plan will include strategies to ensure long-term financial sustainability for the school, including variables such as an endowment, tuition pressure, and fundraising capacity. The plan will also address master plan decision-making in the context of programmatic needs as well as financial and fundraising capacity. (In conducting the strategic plan, the board will operate under the assumption that the ECP buildings will need to be replaced by 2024. If the conditional use permit for the ECP buildings is extended to a later date, the plan will address that option accordingly.)

Examine, Clarify, and Integrate the Work of COID

- The board will form a task force to: 1) examine the origins of the Committee on Inclusion and Diversity (COID) in order to better understand COID's background, the need COID fulfills, and to share its findings with the entire board; 2) review how CDS defines "Inclusion & Diversity"; 3) clarify and determine the current role of COID at the school; and 4) establish a process

for how the board and its committees can both share in and advance the work of COID. This task force will also address the need for COID leadership and membership.

Establish a Process for Real Estate Acquisition Decisions

- The board will form a task force to take inventory of potential real estate near the school and establish a process for quickly analyzing these opportunities as they arise based on CDS's programmatic needs, financial stability, fundraising capacity, and long-term facilities strategy. The task force will use the 668 Guerrero property as its first case study.

Goals to be Addressed by Board Committees:

Committee on Trustees:

- **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.

Executive Committee:

- **Improve coordination and communication between board committees**
Examine the current processes and tools for sharing information between committees and make improvements based on feedback.
- **Finalize the update of the CDS by-laws**
Complete the revision and update of the by-laws that was started last year.