

EMP Update SPARC

November 10, 2022

What is the Education Master Plan?

- The College comes together to determine what we need to focus on to live up to our **Mission-Vision-Values**
- The EMP documents the **College's priorities** for the next 5 years, and lays out a **plan for the work ahead**
- The EMP is the "North Star" for the College; It informs all other planning and resource allocation
 - o College-Wide Planning: e.g. Technology Plan, Enrollment Management Plan align with EMP
 - o Program level planning: Comprehensive Program Review Goals reference EMP
 - Allocation of resources: Prioritization is done in alignment with the EMP

Who develops the EMP?

Strategic Planning and Allocation of Resources Committee (SPARC)

- Constituent Committee with representatives from the College's Constituent Groups plus the Academic and Student Services Divisions
- Oversees and coordinates the EMP process; Votes to recommend to CGC

Office of Planning, Research, and Institutional Effectiveness (PRIE)

- Carries out research to inform the EMP (External scan, internal scan, surveys)
- Consolidates community input and develops EMP drafts for SPARC review

Skyline College Community (students and employees)

- Generate ideas via workshops, Town Halls, Division Meetings
- Give input via their SPARC reps (divisional and/or constituent group)
- Provide feedback on final draft to be posted to the public website

Steps in the EMP Process	Dates	Status
Strategic Planning Training – SCUP workshop for SPARC members	Jul 2021	done
SPARC reviews current EMP Goals and Outcomes	Oct 28, 2021	done
Environmental Scan in SPARC (external opportunities and threats)	Dec 9, 2021	done
SPARC reviews SMCCCD Strategic Plan to inform EMP goal alignment	Jan 27, 2022	done
Internal Scan in SPARC (Skyline College enrollment trends)	Feb 10, 2022	done
SPARC develops first draft of EMP Goals	Feb-Mar 2022	done
SPARC Members solicit constituent feedback on EMP draft goals	Mar-Apr 2022	done
Student input on EMP goals and strategies – ASSC & Focus Group	Mar-Apr 2022	done
Flex Day EMP Workshops on draft goals & strategy development	Apr 21, 2022	done
SPARC reviews and incorporates community input on draft goals	Apr 28, 2022	done
SPARC Approves tentative goals/Creates and charges EMP Summer Task Group	May 12, 2022	done
CGC approves EMP goals	May 25, 2022	done
EMP Task Group drafts strategies for EMP goals	Summer 2022	done
First read of draft strategies in SPARC	Aug 25 2022	done
Skyline Community input (Town Hall, workshops, EMP survey, etc.)	Oct 2022-Feb 2023	In progress

Remaining Steps in the EMP Process	Dates
Skyline Community input	Oct 2022-Feb 2023
Integrated Planning Leadership Summit (1.5 days)	Oct 18 & 22, 2022
Integrated Planning Town Hall – All College (1.5 hours)	Nov 3, 2022
SPARC Reps/PRIE Staff lead EMP discussions at Division Meetings	Nov-Dec 2022
SPARC Reviews Draft EMP in preparation for posting to website	8 Dec 2022
Post EMP Draft to SPARC website for public comment	Mid-Dec 2022
Presentation of Draft EMP plus Community Q&A	Opening Day Jan 2023
SPARC Reps/PRIE Staff visit constituent group meetings	Jan-Feb 2023
SPARC Members collect final feedback from constituents	Feb 2023
SPARC Members incorporate final feedback and finalize EMP draft	Feb 23, 2023
SPARC votes to send the draft EMP to CGC for approval	Mar 9, 2023
Skyline College CGC Approves EMP; Forwards to President for approval	Mar 22, 2023
SMCCCD Board of Trustees Approves Skyline EMP for 2023-2028	April 2023

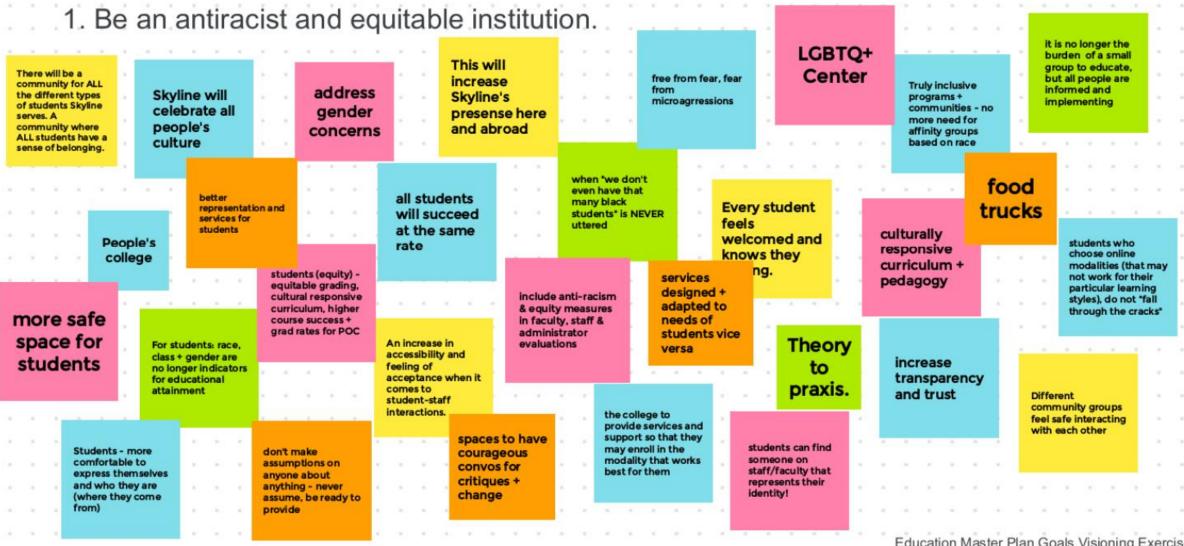
CGC-Approved Goals for the 2023-2028 Education Master Plan:

Skyline College is committed to exploring, innovating, and reimagining our College, in alignment with District priorities, to meet the ever-evolving needs of the communities we serve. With this intention, our **Education Master Plan for 2023-2028 is focused on the following goals:**

- 1. Be an antiracist and equitable institution.
- 2. Increase student enrollment by being responsive to the communities we serve.
- 3. Ensure that all students have the support and resources needed to achieve their educational goals.
- 4. Foster a thriving learning and work environment.
- 5. Cultivate civic-mindedness to empower self and strengthen society.
- 6. Ensure fiscal stability to support the College mission and maintain public trust.

1: Be an antiracist and equitable institution

Strategy (How)	Objective (Why)	Sample activity (Actions)
Conduct iterative Campus Climate reviews	Understand the state of our community and introduce continual improvements	Design student survey & employee survey instrument centered on antiracism & equity
Create opportunities to engage in community dialogues	Develop a common language and definitions; build knowledge needed to effect change	Intergroup Dialogue – Continue to train students, faculty and staff
Design professional development opportunities informed by climate review and dialogues	Address knowledge and skills gaps through education and training; build tools needed to effect change	Inventory/assess equity and antiracism tools and identify gaps to inform PD development
Review College procedures and practices, and propose changes	Identify inequitable procedures and propose alternative equitable practices	Create a review cycle for institutional policies and procedures (e.g. Academic Standards, Academic Integrity, Code of Conduct, etc.)
Review College programs and curriculum	Ensure that student programs and educational curriculum are anti-racist and equitable	Continue to develop the Summer Curriculum Institute for faculty undergoing CPR



Education Master Plan Goals Visioning Exercise Ingrid Vargas Ame Maloney

How does my team/program/department already support Skyline College's new Educational Plan, Goal 1 – Be an antiracist and equitable institution?

80% of We redesigned our Modeling my student employee classrooms to be **Bringing** new hires humanity as a trainings: connecting anti-racist thematic more welcoming PCI to the professor, admitting microaggressions students to college bring in are BIPOC curriculum that We took away the that I'm wrong when I everyone went to support resources barriers of scantrons allows students to college ETS, encourage staff during my office misspeak, inviting cultures in our in 2022 in most of our explore matters of to attend equity hours (Mental classes student corrections, Supported or community Health, Food bank, the day content selection and provided equity etc.) ASSC student feedback. Get Peers to education to TRiO into course life receives do this as well program staff and content faculty through training on multiple forms of anti-racism & education + sharing equitable respective on anti-racist practices pedagogy support students supporting my in and outside of the with transportation faculty in BLOCK equity mindful of allowing them to classroom integrating SCHEDULING - our what students need Examining the commute from classes overlap and curriculum institute anti-racism to be successful. CONTENT and focus shifting all other counties for faculty applicable we should rip the principles in their connect students to of our *100* classes undergoing CPR to resources that bandaid off and fix classrooms (general survey) and lectures and engage in might help them de-colonizing the this scheduling By providing services intentional equity content. accessible to ZCT issue questions & data that address food. analysis & a goal w/ housing, and financial to all CTE recommendations insecurity that disproportionately reviewing affect people of color Understanding That I we make sure curriculum to and other providing implement do not have all of the At least one make sure fair job marginalized groups. answers.I consistently support to section of all zero textbook students were check the power opportunity faculty that's of our classes cost classes By lowering represented dynamic in the class individualized is either ZTC decreased coursework and let students know access + meets their Seeking faculty who for AA that did not their experiences and or low cost authentically teach barriers for transfer well to needs knowledge are just as text forms of our subject Leading BAM transfer programs powerful and valuable our services as that are more (e.g. stuff that students through a diverse students had to much as Offered an series to develop re-take because they equity training their critical possible. \$ support dedicated were considered series to TRiO consciousness and counseling "upper division") students cultural wealth. academic supports faculty + staff engaging in for 1st time F/T engage in equity discussions/work on students work with academy, SEEED, + providing integrating the DEI meetings focused teach course students to disaggregated framework into the on equity/students content from facilitating student curriculum review ensure we can an anti-racist gender equity data/raising process celebrate their point of view group awareness cultures

Goal 1

If you could, how would you repurpose your time and College resources to focus on the Education Plan Goal 1 – Be an antiracist and equitable institution?

research how we can get more scholarships for our international students

find possible equity gaps for students

result of AB705/893

with learning

disabilities as a

with smaller class sizes, I would integrate more active learning in the classroom

> focus more on communication with hyper marginalized groups

develop a hyflex model that is available to all instructors/classes

strategically

incorporate trainings on anti-racism & equity to division meetings to capitalize on the captive audience

create opportunities to build authentic relationships w/ faculty & staff

complete the

academy and

have my team

equity

do it

center anti-racism in our work. Host space/session for dialogue + sharing practices



2: Increase student enrollment by being responsive to the communities we serve

Strategy (How)	Objective (Why)	Sample activity (Actions)
Understand the needs and goals of our potential students	Offer responsive courses/ programs and develop tailored messaging	Conduct surveys and focus groups with neighbors in surrounding communities
Create pathways from educational partners to SKY	Maximize transfer from partners (HS, Adult ED) to Skyline	Learn about Dual Enrollment > College Enrollment best practices from other CCCs
Facilitate enrollment process	Eliminate barriers to enrollment	Provide step-by-step enrollment guidance though webinars
Inspire prospective students	Students can visualize degree attainment and career paths	Offer program-specific events with panel presentations highlighting possible career paths
Develop and carry out a Strategic Enrollment Management Plan	Improve enrollment, retention and completion	Commit to scheduling all courses needed for program completion in a 2 to 3 year period

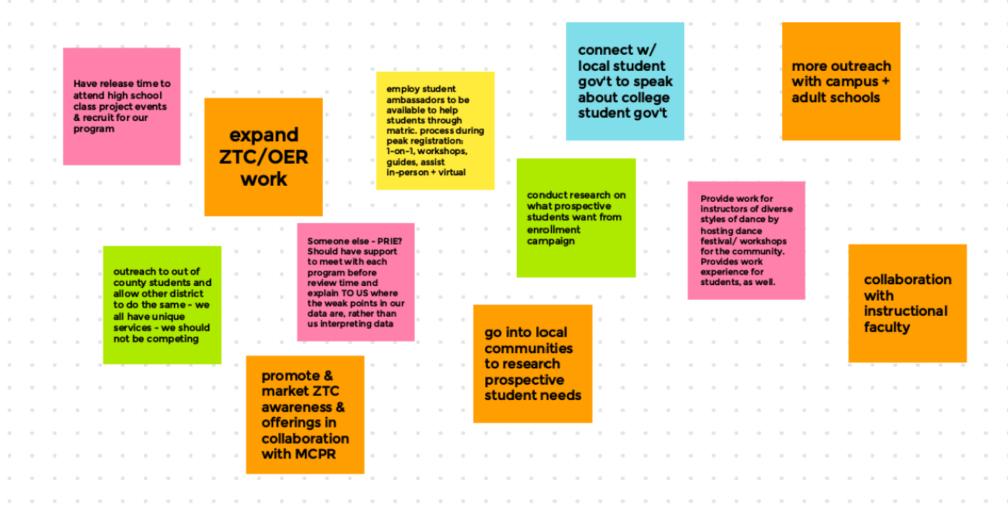
2. Increase student enrollment by being responsive to the communities we serve.



How does my team/program/department already support Skyline College's new Educational Plan, Goal 2 – Increase student enrollment by being responsive to the communities we serve?



If you could, how would you repurpose your time and College resources to focus on the Education Plan, Goal 2 – Increase student enrollment by being responsive to the communities we serve?





3: Ensure that all students have the support and resources needed to achieve their educational goals

Strategy (How)	Objective (Why)	Sample activity (Actions)
Raise student awareness/connection of resources	Students know what is available and how to access resources	Employ student 'ambassadors' to spread the word about available resources and encourage use
Address basic needs	Students' food, shelter, health and safety needs are met	Expand on-campus and online health and wellness services (with emphasis on mental health)
Eliminate barriers to equity	ALL students are able to access the supports they need	Create supports for part-time population who may not be eligible for current programs
Institutionalize the College Redesign	Increase rates of successful education goal completion	Launch Student Success Teams

3. Ensure that all students have the support and resources needed to achieve theus educational goals. build bridges between staff need the support & their education and defeat silo students & faculty backs covered by career staff numbers student have classroom more support the district and mentality legal pathways students feel faculty approach facilities (including reflect & resources Skyline managers housing comfortable and students with the specialized lab advice campus needs at the for part-time vulnerable to share understanding that spaces) that are up to students they are here to what is going on in date and equivalent to easily workplace learn their lives with sister colleges in accessible every employee district & comparable A significant education institutions needs survey per graduates - they will number of PT student - taken at staff - they need the know how to help the beginning & at students move to FT support & their back those that come the end of student 50% or greater covered by the status and quickly after them by free materials, free student housing + district & managers increase in complete their ed completion of letting them know technology, free resources for student goals. student support to deal with of resources students helping from rentals. all materials+ housing success and educational financial barriers to technology homelessness and increase educational barriers participation any other housing goals offices & resources availability of - succeed in needs most utilized by a student education in-person education... students will be plan that includes drop-in staffed to properly relevant and accommodate effectively meet services specific resources student need internships students onboarding is financial goal A student body that needs to comprehensive + setting, basic needs, is more students complete staff feels engaged intrusive - welcome student - clear tutoring, career. representative of All students are they will have educational & enthusiastic & communication so No student the county part timers connected to pathway knowledgeable to less worries as students are aware population we are needs are programs that align experiences help students to of available they strive & serving. resources with their needs, connect to served or food or be successful values and interests resources considered they will feel students housing food like they it's not "hand instability belong from holding" it's trucks technology that A reintroduction of supporting student the moment from scholarships. helps the college programs and agency to develop they set foot internships & support student services during a skills to advocate. needs on students will know on campus fellowships, as well student's second navigate, and use individual/granular & utilize resources + as research students - proactive semester and institutional also help their peers opportunities for individualized second year. Not resources to their we clearly so that they can every student students have support from the just focusing on a advantage communicate and focus on their access to value the time they enroll student's first a pipeline of have a studies + graduate support for students outreach semester/year. necessary student communication students are efficiently through their tech learning journey, assessment plan for students Education Master Plan Goals Visioning Exercise aware of any referral - follow-up experience resources they goal setting Ingrid Vargas may need

Ame Maloney

How does my team/program/department already support Skyline College's new Educational Plan, Goal 3 - Ensure that all students have the support and resources needed to achieve theus educational goals? with over 65% of students indicating transfer as their ed counselors are goal, our office communicate out counseling sessions Early available by strategize on how to provides resources to assist play a critical role in Zoom, email, & students in being reach out to hyper comprehensive Alert. developing transfer services successful, i.e., narginalized in-person comprehensive ed scholarships. tudents to engage Skyline plans for transfer every employee support/resources transfer center. hem in campus life the website is should know and for students - tech career center, etc. Cares outdated and needs where to find loan program, CTE to be more available resources digital textbook expand "modern" aesthetic for students loan program, institutional and easier to PSP to course materials @ financial navigate the library part time support w/our CTTL - more support CTE program institutionalize the for adjunct faculty students shuttle + perhaps in course design, institutionalization LISTEN to students expand the academic support training, time to of ZTC efforts/send when they ask for numbers of shuttle programs participate extensions, and find monies for faculty embedded Provide TRiO per hour responsive to out what resources to create + explore students with every employee student needs... more support tutors they need; then put options Extending the comprehensive should know how to tutoring, peer integration of available for them in contact. Alliance connect students to mentors, embedded academic support to adjunct to partnership among achieve their ed resources "warm other tutoring workshops, TRIO/PSP/EOPS to goals hand off" college efforts programs streamline support, check resources and students are programming with individualized in status daily I'm a dean teach ASSC partners w/ Skyline financial aid send weekly + student support - under 12 on-campus leaders, helping create + implement promote and additional student basic reaches high programs, & faculty units reports CRM emails to emails + comms schools in the area departments educate on to provide automate comms skills and assists with (Intl'SS) about resources and Live Whale improve opportunities for for enrollment financial aid events By lowering educational growth /matriculation enrollment calendar applications and - provide student process access literacy mgt is my life voice & community barriers for By providing services our services as re-imagine **ASSC** creates supporting students that address food. implemented engaging with disabilities the concept of much as housing, and financial student success programming that insecurity that with checklist - meeting possible. "College Hour" connects students to disproportionately accommodations. 1:1 w/ new Intl' resources & provides affect people of color so that technology + students to go over opportunities to and other counseling connect w/ key support Goal 3 everyone marginalized groups. on-campus resources participates community

If you could, how would you repurpose your time and College resources to focus on the Education Plan, Goal 3 – Increase student enrollment by being responsive to the communities we serve?

survey students to identify needs gaps

> research best practices + new

technology

partner w/ book store to give out discount school supplies consistent counseling throughout college experience

focus more on communication to ensure student success with resources, etc.

get program mapper up and commit to maintaining



4: Foster a thriving learning and work environment

Strategy (How)	Objective (Why)	Sample activity (Actions)
Create a more welcoming campus environment	Increase students' and employees' sense of belonging	Employ student ambassadors to staff information booths and guide new community members and visitors
Democratize the campus giving Skyline College community members greater voice	Students and employees have agency and feel empowered	Make processes more open to community feedback beyond the committee structure
Facilitate participation in campus life and participatory governance	Students and employees have the knowledge, tools and support to actively engage	Ensure training and onboarding of new committee members
Create opportunities for employee/student driven innovation	Employees and students lead innovation that accelerates the achievement of EMP goals	Enhance the President's Innovation Fund
Expand employee appreciation and growth opportunities	Faculty and staff understand how they contribute to the College mission and feel valued	Support career pathways and professional advancement/ Offer coaching and career planning tools

4. Foster a thriving learning and work environment. Many faculty and staff feel graduates overworked and faculty & staff a clear vision prove to be an burnt out. A every student all thriving have for the college alumnae, like healthier balance access to faculty intern feels safe constituency come back for semesterly for employees can Wi-Fi for 90% - an identity program & groups feeling when entering all meetings lead to a better of Skyline classes. retreats to mentorship that everyone respected and start at the 15 a anti-bias structures environment for property learn about events, etc easily heard students minute mark no more asks campus each other understand w/o staff resources and continue to in 5-10 years, faculty - will the employee time upgrade staff enough holding contracts reflect the there is no support one facilities and students 'new changes' that need for staff to another and people have both staff & technology begin to exist in an make our reality feeling happy provide space students that are "super-hero" their hybrid work accountable eco-system where & curious excited about employees colleagues for creativity normalized and we don't expect our for not doing learning that is emotional fully institutionalized sharing of faculty - will peers to be contagious develop and education be student maintain a ownership super-human! Create a mentorship + centered in living-learning our students faculty feel training program for opportunity in the how they empowered about our success food all new + continuing community (staff or operate their admitting their work and bring faculty are teaching in like-minded new ego/kudos is classrooms students when we trucks where students live) stop faculty to Skyline permanent no longer the failed and not part-timers confusing ego reason you do flexible/hybrid being needs your job! with a work schedule faculty time + defensive jobs don't look every addressed to have the same student's space to like industrial employee has resources available The campus has a resources will collaborate model it ability to learn student housing be shared. to full-time. the support to ensure happy option where currently part-time, and less pulled aculty) do their work. staff/faculty students, staff and reflects together, no than part time faculty live and students - fun place serve, grow, students, especially competition learn together faculty feel excited to leam, meet be transparent w/ staff and night classes thrive for resources & energized to come others and be able students and learning communities to campus to administration employees about to ask any are more inclusive, ngage their faculty & staff collaborative our educational plan questions, access work together rather than exclusive udents workload is connecting to faculty resources to improve manageable and easily/streamlined for student-ready resources & student well designed teaching we can't sharing over work and faculty - time outside prescribed balanced - not a fun team engaging learning do the 5 course load parameters situation where a competitive to work on respect creative services experiences, no long that was built on building small group does a dedicated thinking and scantron era course design lectures recorded resources proportionately larger implementation education "banking time + space for students & portion of the work searching model* time for employees palpable and others do less synergy among community professional programs, divisions, Increased healing students staff, faculty, admin learning plans retention. completing serve all for all performance. degrees community and transfer employees Education Master Plan Goals Visioning Exercise quicker adult learners. rates for 18-24 years old

Ingrid Vargas Ame Maloney

students.

How does my team/program/department already support Skyline College's new Educational Plan, Goal 4 - Foster a thriving learning and work environment?

By offering services to our faculty and staff (as well as students) without judgement.

bringing PCI to the college

CTE classes that accommodate working students in addition, students that are parents

encourage faculty constant reflection developing meaningful learning exp. for students

publicize ASSC events that foster a thriving learning environment foster thriving learning environment create, maintain a safe classroom. professional development to ensure safe space is throughout program

TRiO has professional conversation time during staff meetings to discuss contemporary and relevant issues & topics

facilitating participatory governance group

removed entry requirements for honors transfer program, encouraging all students to engage in research

> practice what we preach! "students first* every decision should be rooted in how it benefits the student

> > support faculty w/ enhancing and a pedagogy + practices as well as reflecting on serving students

climate review survevs

> By remaining optimistic and positive about what we can accomplish together

TRiO offers group tutoring by subject to allow students to another as well as

promote college events through design

support +

communities that our students are a participating in PCI task groups

tremendous amount of collaboration with other programs, divisions, departments

We do a

By looking at our students holistically as human beings and offering

services to the

families and

part of.

thriving learning environment co-curricular activities exhibits, curated resources, presentations, workshops, etc. @ the library

work w/ mv faculty and staff on improving work/life balance

TRiO provides community learning spaces online for students

By supporting student-led/designed peer activities

learn from one

their tutor

student driven. encourage growth + collegial atmosphere, very team driven - we support each other

PD for student

employees is



Goal 4

If you could, how would you repurpose your time and College resources to focus on the Education Plan, Goal 4 – Foster a thriving learning and work environment?

stress I could revise communicate to management students in the share updates my courses workshop for I'm not able to manner in which asynchronously; use EFFICIENTLY FIND more quickly they want to be student / do more 1:1 meetings to get COLLABORATORS, We communicated if I had more faculty / staff consultations work done need a centralized person to reach out time with adjunct and track all of the faculty = F/Tsilo'd projects, and to facilitate connections faculty for collaborations. holding a not let fear prevent community day all my voice to be on-campus services heard when get buy-in for design course & resources allow time for contributing to a our initiatives: templates for thriving, learning mingling w/ team to link goals to and work community faculty to use be more attend more environment personal & members visionary than and graphics prospective PD professional students reactionary opportunities growth collab w/ work more on not waste time w/ I could create more in-depth course faculty more Reconsider our outdated systems & online quiz design - signature 18-week semester. processes - will have on initiatives. questions to deter assessments and more full timers more time to It's the longest in students from lending my equitable grading would bring in implement new the state. Why don't cheating + increase initiatives and have a strategies diversity of office skills we have a "reading promote. learning futuristic vision perspectives to week* and maybe support + instead of putting out subject matter even a separate fires on a daily basis time for institutional networking collaboration? for faculty



5: Cultivate civic-mindedness to empower self and strengthen society

Strategy (How)	Objective (Why)	Sample activity (Actions)
Create democratic engagement opportunities	Empower students and employees to exercise agency	Call to Action Day – One day/semester with collective action
Create community service opportunities	Promote service mindset/ connection to larger society	Engage Student Life and ASSC to support and facilitate community service
Strengthen society through advocacy	Develop knowledge and skills to support advocacy in our local and global communities	Develop partnerships with community agencies to facilitate student engagement
Strengthen Citizenship ISLO in Curriculum	Cultivate a sense of social responsibility among Skyline College graduates	Create thematic assignments around big global issues

5. Cultivate civic-mindedness to empower self and strengthen society.



Ame Malonev

How does my team/program/department already support Skyline College's new Educational Plan, Goal 5 – Cultivate civic-mindedness to empower self and strengthen society?

By encouraging student volunteerism and encouraging student feedback and engagement in the direction of our program and services.

TRIO and BAM
encourage and
provide opportunities
for students to serve
their communities
(examples include
beach clean-ups, food
donations, food truck
assistance etc)

opportunities to do more - we provide services, opportunities, encourage engagement in participating governance

bringing PCI to the college

student debates about public monuments + repatriation of cultural patrimony launching a fellowship for students to work with the local community

> cultivate civic mindset - voter education, voter registration, info lit detect fake news @ the library

instructional design

activities centered

to promote

developing

on student

engagement

assignments +

civic mindedness thematic curriculum that allows students to see how they fit into society

flexible classroom deadline, have online classes, STEM center, science fair, science club, ZTC, list of items for science education

connecting students to industry partners (employers) for jobs expect student participation on committees and everywhere that makes decisions on behalf of our students and we encourage and uplift our students to participat

Skyline

Goal 5

If you could, how would you repurpose your time and College resources to focus on the Education Plan, Goal 5 – Cultivate civic-mindedness to empower self and strengthen society?

Design sample assignments that promote engagement

expanding opportunities for students outside of ASSC to partake in participatory governance

connect President's council more intentionally to students at Skyline College implement service learning

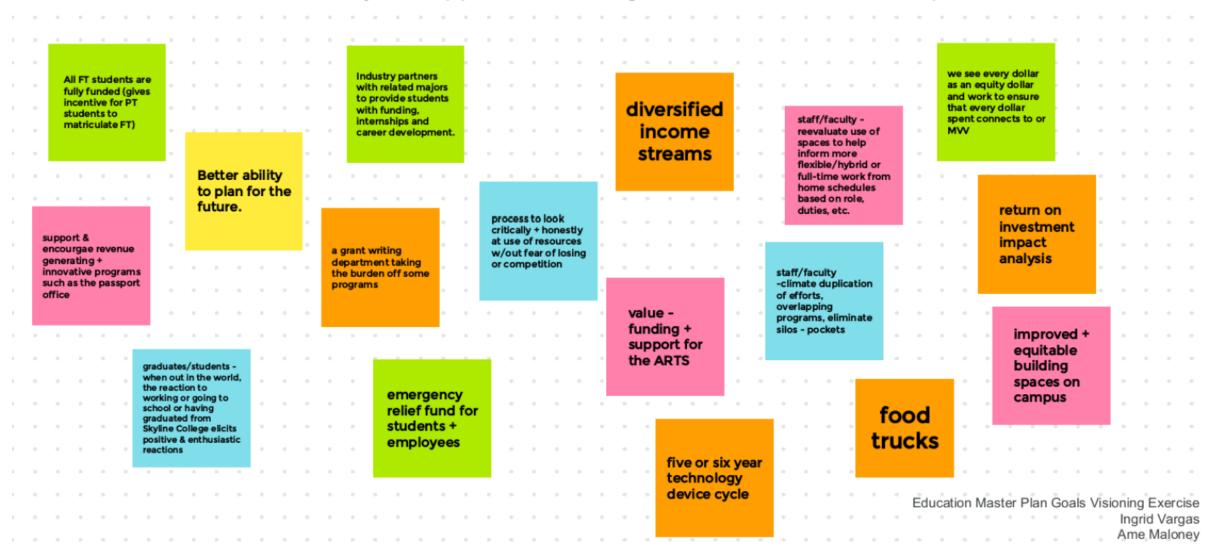




6: Ensure fiscal stability to support the College mission and maintain public trust

Strategy (How)	Objective (Why)	Sample activity (Actions)
Foster greater transparency and more effective communication	College community knows how funding is allocated	Post and update helpful non-technical visual depiction of how financial resources are budgeted and used
Advance knowledge and understanding of College business practices, budgets, and financial decision-making	College community understands the fund types and budget processes	Create 'Budget 101' type videos
Ensure accountability and prudent stewardship of publicly-funded resources	Members of College community use public resources wisely and responsibly	Engage the college community in the continuous improvement of all functions and processes
Enhance effective financial controls that improve compliance	District assets are protected from erroneous, erratic, or fraudulent financial and/or business activity	Create alignment of procedures between and among the Colleges and the District Office

6. Ensure fiscal stability to support the College mission and maintain public trust.



How does my team/program/department already support Skyline College's new Educational Plan, Goal 6 – Ensure fiscal stability to support the College mission and maintain public trust?

TRiO completes an annual fiscal report to the US Dept of Education to ensure fiscal responsibility frugal spending of budget

> Within the TRiO budget, specific

tasks ensuring

budget integrity

dollars are allocated to support specific

use data to tighten programs + services to impact student success, mostly "trim the fat"

ensure Intl'
Students pay
their tuition
on time, to
ensure dept. is
funded

make budget conscious decisions; intentional spending by evaluating needs vs wants zero textbook cost classes

CTE - ensuring fiscal stability through customer services GLPS Passport office is self-supporting and provides additional revenue to the college



If you could, how would you repurpose your time and College resources to focus on the Education Plan, Goal 6 – Ensure fiscal stability to support the College mission and maintain public trust?

ensure databases (tech, software, curriculum, etc.) are up to date and readily available a day with no emails being sent (or after a certain time) to give time to catch up on work

outreach to local K-12 school every semester

focus on the roles and responsibilities on my job description dedicate on entire mandatory Flex Day to working / collaborating on the EMP

have someone in charge of events



