



President's Goals & College Planning Priorities: 2025 - 2026

Jamal Cooks, Ph.D.
President, Chabot College
August 15, 2025

2025-2026 President's Goals

GOAL #1- Continue implementing and advancing Diversity, Equity, Inclusion, Accessibility and Anti-Racist (DEIAA) initiatives in our academic and student services and support programs for disproportionately impacted groups.

GOAL #2- Increase opportunities for student workforce development. Strengthen career readiness and internships.

Goal #3 – Create, improve, and support initiatives and programs targeted at student success and retention.

GOAL #4 - Expand basic needs resources for all students.

Goal #5 - Strengthen our commitment to attract and retain classified professionals, faculty, and administrators. Create a workplace culture employees value.

GOAL #6 - Maximize the Student-Centered Funding Formula (SCFF) metrics for college funding by increasing student enrollment, financial aid awards, and student degrees and certificates conferred by the college, while examining the enrollment process, time to completion, outreach and recruitment strategies.

- A base allocation, which largely reflects enrollment.
- A supplemental allocation based on the numbers of students receiving a College Promise Grant, students receiving a Pell Grant, and students covered by AB 540.
- A student success allocation based on outcomes that include the number of students earning associate degrees and credit certificates, and the number of students transferring to four-year colleges and universities.

Dr. Jamal A. Cooks, President

25555 Hesperian Boulevard ♦ Hayward CA 94545 ♦ Office (510) 723-6641 ♦ Fax (510) 723-7126 ♦ www.chabotcollege.edu

Established 1961

Background and State of the College

Continuing to build on last year's approach, I systematically reviewed the following College Planning documents to revise the President's Goals for this year, which are ultimately similar to last year:

- Chabot-Las Positas Community College District (CLPCCD) Board Priorities and Chancellor's Goals: <https://districtazure.clpccd.org/bot/priorities.php>
- President's Reflection of 2024—2025:
<https://www.chabotcollege.edu/president/planning.php>
- Summer Planning with College Administrators-- Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis and Strategic Goals
 - Strategic Planning is the process to define the organization's future direction, set goals, and allocate resources to achieve those goals.
- Shared Governance Leadership and Committee Discussions

Second Year Reflection

Over my second year as the 10th Chabot College President, we have experienced many successes for our students and our college.

- We experienced enrollment growth, increased student retention and graduation rates;
- We were #2 in the state for changes in Pell and Promise Grant Recipients 2022-23/2023-24;
- We received a five million donation for the new \$100 million Library and Learning Center;
- We are moving towards a Compressed Calendar and offering a Winter Intersession;
- We increased dual enrollment to over 95% in two years;
- We explored and made available new academic programs such as construction management;
- We offered a number of trainings, in particular, workshops on AI as listed: *AI Basics for Education Professionals*, *Essential AI Tools in Practice*, *Responsible AI Implementation*, and *Optimizing Educational Workflows with AI: A Process Design*;
- And, we have a Thriving WEEKLY which serves as a center for information on what is happening on campus and in the district.

Summer Planning with College Administrators

For the second year during the summer, the College Administrators worked on SWOTs - Strengths, Weaknesses, Opportunities, and Threats. The SWOT analysis is a planning tool that helps companies make informed business decisions by evaluating their internal and external environments. The analysis assesses current and future potential and is designed to be data-driven and realistic. We met over several sessions with each department/division spending time reviewing and analyzing their areas. This summer, we also spent time working on strategic planning and goal setting. From these individual area perspectives came the college-wide key findings that were highlighted throughout:

Strengths

- Driven, knowledgeable, and supportive staff
- K-12 partnerships
- Vibrant social media
- Welcoming and supportive of all students
- Increase Federal Student Aid (FAFSA)
- Planning- Calendar, Week in Preview/Week in Review
- New grants for programs
- Increased Partnerships with industry and Community Based Organizations
- New Academic Programs
- Classified track for flex day
- Counseling and case management
- Equity focused cohorts
- Student leadership models
- Holistic, Trauma informed, student centered
- OER/ZTC from 65-75%
- New positions-Director of Learning Connection/ Football
- STEM SEP's at 90%
- Spring PD Series
- Increase of 18% in athlete enrollment
- Fire and Sheriffs enrollment up 50%
- Increase in ESL NC cert

Weaknesses

- Technology
 - Sharepoint, Degreeworks,Ocelot, Dualenroll.com
 - AI for Work efficiency
- Professional development
 - Programs and counseling
 - Orientations/trainings/onboarding
- Planning time
 - Scheduling
 - Events

- Pathways to Workforce
 - Academic (including DE/NC)
 - Career/Internships
- Data
 - Collection
 - Success
- Marketing
 - area/department/self promotion
 - outreach/inreach

Opportunities

1. Center for Teaching and Learning (IT, CCEPG, budget, district)
Topics: leadership, AI, Sharepoint, Degreeworks, Oaslet, DE
2. Technology (District, District ITS committee, IT, VP's and Deans)
Topics: AI efficiency, tech needs, Informed K-12
3. Pathways to Workforce (VP's, SS, AS, C/T, CE, Deans)
Topics: Academic pathways, Internships, Industry partners, workshops, job fairs, industry advisory board, communications between areas and departments
4. Outreach/Inreach (VP's, CE, C/T, DE, Centro, Equity, SP)
Topics: Area and department self promotion
5. Data Gathering and Measuring (ORPIE, Deans, Equity)
Topics: Focus groups with managers in Fall 25
Success Measures for Success in Spring 26
6. Expanded Student Programming (VPSS, Equity, Student Life)
Topics: mentorship, leadership development, student led events, peer mentoring program
7. Retention and Persistence (C/T, LC, CE)
Topics: academic/workforce development workshops, embedded tutoring, early alert, soft skills development
8. Campus Appreciation (Leadership, VP's, All managers)
Topics: incentives, personal and professional growth, DEIAA seminars, highlight employees
9. SCFF Sprout (Leadership, VP's, All managers)
Topics: examination of scheduling (nights, online, weekend, 8-week), marketing campaign, FASFA/Application days, Faculty-led completion campaign (degrees/certificates), Streamline enrollment (4 hours)

Threats

- Budget constraints
 - Hold Harmless/position pause
 - Budget Structural deficit budget
 - Managers being fiscally responsible

- Team Building/Communication with areas and people
 - Leaders vs Managers
 - Unclear direction and vision
 - Small to big-Titles, Remote work
- Afraid of change
 - Stress Response (fight, flight, freeze, fawn)
 - Overwhelmed (Organize, plan, and account)
 - Lead from the front (vision, communicate, motivate)
- Imposter Syndrome
 - Competent (prepare, review job description)
 - Confident (contract, policies, and procedures)
 - Character (self-reflection, initiate, produce, grow)

Building on this informed method from the college level, along with the Planning & Resource Allocation Committee (PRAC) Annual Planning Priorities, the Program Area Review (PAR) Synthesis Statement, the Spring 2025 Employee Satisfaction Survey results, and various discussions throughout the year, I was able to adjust the President's Goals.

Moving Forward

I am committed to the accountability and follow-through of this work:

- Each goal has a quarterly check-in and a lead accountable
- Progress updates shared in WEEKLY and Town Halls
- Transparency and measurable outcomes
- Having measurable outcomes = student success

I am also committed in my desire for personal reflection and growth. I understand that leadership is about listening; learning; and growing, all of which, with change takes time.

I am excited and exhilarated at the potential of this academic year by defining *The Power of Us*:

- Working together as an entire college community to achieve transformation
- Shared Vision – Align around common goals
- Collaboration – Break silos and build bridges
- Support – Lift each other up
- Trust – Believe in one another's intentions and abilities
- This creates culture

I know this will take time, energy, and togetherness. I am committing this to you and hope you will allow for the same.