



Annual Report 2017-2018

SANTA
MONICA
COLLEGE

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ANNUAL REPORT FOR 2017-2018

INTRODUCTION

The year that was 2017-18 saw milestones and achievements at Santa Monica College that continued to build upon a legacy of distinction, and represented major steps forward into a future where every student will, hopefully, have a greater possibility of success than before. The list of accomplishments presented below is only a snapshot—there are many more throughout the following pages that could not be highlighted here. I hope you will take the time to read the annual report: it is a comprehensive document, which attempts to showcase all the accomplishments of SMC’s programs. None of this would have been possible without the tireless work of this college’s faculty, classified employees, managers, and administrators.

Here are a few of 2017-18’s key highlights and accomplishments:

- Roughly two years after Santa Monica College went through a rigorous accreditation process and submitted a self-evaluation report to The Accrediting Commission for Community and Junior Colleges (ACCJC) in August 2016—a process that included an accreditation site visit in October 2016 and a reaffirmation of accreditation for 18 months—I was notified on June 13 that Santa Monica College’s accreditation was reaffirmed for the remainder of the accreditation cycle. The Commission noted that SMC had addressed all the recommendations. The next comprehensive review will occur in the fall of 2023. This piece of news was a great way to end this academic year!
- For the 27th straight year, Santa Monica College transferred more students to the University of California than any other California community college. SMC sent a record 1,194 students to UC campuses in 2016-17, and also continued in the top spot for African American and Chicano/Latinx UC transfers. Plus, SMC maintained its No.1 position for transfers to the University of Southern California and Loyola Marymount University.
- June 12, 2018 marked two historic milestones: it was the day of the largest-ever graduating class in Santa Monica College’s history—4,918 students earned 6,325 degrees and certificates from SMC. And it was the day of award for SMC’s first 18 graduates of the Bachelor of Science in Interaction Design, a baccalaureate program created after the California Community Colleges Board of Governors selected SMC to be one of 15 colleges to offer four-year degrees as part of a pilot program. A few days prior to graduation, SMC also held a premier “IxD Grad Show”, an industry mixer and celebration of the IxD students’ accomplishments, featuring Ring’s Creative Director as guest speaker.
- In December 2017, SMC celebrated the opening of its newest campus, the \$115 million SMC Center for Media and Design (CMD), which includes the KCRW Media Center. The CMD campus houses SMC’s nine instructional programs focused on media content development and design, including

the baccalaureate program in Interaction Design, and the award-winning film production and journalism programs, among others.

- SMC and the Department of Veteran Affairs (VA) signed an agreement to expand support services for our 2,000+ student veterans, giving them access to a VetSuccess on Campus counselor at the SMC Veterans' Resource Center. SMC is one of 13 community colleges in California to offer this service.
- SMC and the City of Santa Monica broke ground for the Santa Monica Early Childhood Lab School, expected to open in fall 2020, and to be operated by local nonprofit Growing Place. The Lab School will be an infant, toddler, and preschool center where Santa Monica residents and employees (and low-income families) will have priority consideration; the Lab School will also serve as a setting for students in the SMC Teacher Academy to fulfill practicum requirements.
- SMC's Core Performance Center—the physical education facility that opened last year—was certified LEED Platinum, the highest certification level offered by the U.S. Green Building Council. This is the college's first LEED Platinum-rated building.
- Santa Monica College and the SMC Foundation led an effort to provide support to SMC Dreamer students as they faced a deadline for DACA renewal. More than \$25,000 was raised for scholarships to assist SMC's Dreamers; and SMC staff and faculty organized several free DACA Renewal processing events for students and community members. Over 170 members of the SMC community also received training through the Undocumented Ally Program.
- Building upon one of the five strategic initiatives, which came about as a result of a comprehensive strategic planning process conducted in the 2016-17 year *and* as a continuation of an institutional effort to close equity gaps, SMC began exploring the Guided Pathways framework. This is an in-depth look at how the college as a whole may redesign students' experiences here by creating guided academic pathways to help them—especially first-generation students—navigate the giant buffet of academic options. SMC was selected to be part of the American Association of Community Colleges 2.0 national project and in 2017, had also received a \$2 million Award for Innovation from the California Department of Finance that has helped seed the work of guided pathways.
- 49 new courses and nine new programs were approved in the 2017-18 academic year. Plus, 11 courses were approved for distance education delivery, and 46 courses were approved for the Global Citizenship requirement. The college's noncredit education offerings were also significantly enhanced by the approval of six short-term vocational and workforce preparation certificate programs in areas such as Business, Health Sciences, and many more.
- A year after the migration of courses into the new online course management system, Canvas, there was a 10 percent increase in Distance Education FTES from last year. Course offerings also increased to an all-time high of 1,295 sections. And from a No. 5 ranking among California Community Colleges for full-time distance education students, Santa Monica College moved up into the No. 4 position.
- The Young Collegians program—a collaboration between SMC and the Santa Monica-Malibu Unified School District (SMMUSD)—celebrated its 11th summer. Over 70 students are taking part in Young Collegians, which was developed to help high school students transition to postsecondary

education. In 2017-18, a total of 41 dual enrollment classes were offered by SMC at six local high schools, with 13 of those classes at SMMUSD.

- In 2017-18, Santa Monica College built upon its robust Career and Technical Education, and Workforce and Economic Development (W&ED) offerings and initiatives. Highlights included receipt of Strong Workforce Program funding—\$1,229,749 at the local level and \$4,607,063 at the regional level (SMC is a lead for the 19 Los Angeles community colleges, for three initiatives)—to support marketing and development around career pathways developed or already launched in several high-demand areas. In 2017, Santa Monica College was the lead for a regional career pathway program which built upon a successful cloud computing certificate developed in collaboration with Amazon Web Services. SMC’s W&ED also partnered with the Dermalogica Foundation to develop a customized online course for women entrepreneurs in the salon industry. The LA HI-TECH grant neared its completion having served over 1,400 students, with a total of 84 dual enrollment class sections offered in the Information and Communication Technology pathways.
- With a focus on increasing awareness and education around mental health issues—as well as to provide greater support to our students—SMC’s Center for Wellness and Wellbeing, in collaboration with Student Health Services, the Crisis Prevention Team, and community partners held over 40 workshops and also launched a 24/7 emotional support line, an extension of the brick-and-mortar center, which connects callers to community resources.
- An app called SMCGo was successfully implemented and made available on the App Store and Google Play. Over 14,000 users have downloaded the app, which includes user-friendly features such as a mobile version of the schedule of classes, campus maps, events and student success workshops, social media, and more.
- In 2017-18—as of June 1, 2018—Santa Monica College disbursed \$35,839,738 in financial aid, an amount that includes \$27,318,895 paid in Pell Grants to 7,733 students during the same time period.
- SMC’s Grants office submitted 26 grant requests—of these, 15 were funded totaling more than \$5 million in new money for the college, with \$1.8 million to support the 2017-18 academic year directly.
- The annual independent audit resulted in the 11th consecutive year without any financial findings, the best possible outcome. The college also received “an unmodified opinion” on its Federal Single Audit, a separate audit required to be performed on Federal grants; the same outcome was also seen for the Proposition 39 construction bond program.
- The College closed 2016-17 with a general fund balance of \$21,371,774 or 12.38 percent. To maximize revenue the District “borrowed” 2,065.19 credit FTES from summer 2017 to be counted in 2016-17’s apportionment calculation, which generated additional revenue of \$10.24 million. A softening enrollment continues to be the trend—as seen over the past few years not just here, but at community colleges throughout California and the nation.
- In a heartwarming and commendable effort involving several departments and in collaboration with Associated Students and external entities like the Westside Food Bank, SMC significantly increased its efforts towards meeting the needs of food-insecure students. Up to 2,000 pounds of produce

was distributed to students through the weekly Corsair Farmer’s Market and several “food galleys” were set up at locations throughout campus.

- The SMC Foundation distributed more than \$540,000 to 548 students, totaling 718 scholarships in 2017-18.
- In an effort to create budget savings, SMC implemented an early retirement incentive “Supplemental Retirement Program” in fall 2017 for full-time employees. 78 employees took the retirement incentive.
- 2017-18 was a milestone season for The Broad Stage at the SMC Performing Arts Center: its 10th anniversary. The season was kicked off with the summer musical “Born for This” which garnered critical and audience praise, and the most expansive season followed with over 200 performances, including jazz legend Stanley Clarke, mandolin virtuoso Avi Avital, the iconic company Dance Theatre of Harlem, as well as violin prodigy Simone Porter, MacArthur Genius Grant recipient Michele Dorrance, and NYC’s Bedlam Theater Company, among others. The Celebrity Opera Series featured superstars Angela Gheorghiu and Vittorio Grigolo, Jonas Kaufmann, and Elina Garanca. The Broad Stage’s Education & Community Program also served over 20,000 K–12 grade students, and teachers, SMC students and faculty, and community members through an array of interactive programming.
- Santa Monica College’s NPR radio station KCRW unveiled its new home—the KCRW Media Center—at the SMC Center for Media and Design campus, the grand opening of which was held December 2, 2017 (see earlier highlight on CMD opening). Among programming highlights were partnerships with organizations like the Annenberg Space for Photography, the Hammer Museum, and the Hollywood Bowl to produce new seasons of the popular Summer Nights series and World Festival concerts and events attended by over 250,000 people across Southern California, Santa Barbara, and the Central Coast. New original podcasts, documentaries and special reporting series unveiled in 2017-18 included There Goes the Neighborhood; Curious Coast; KCRW Investigates; Going Gray in L.A.; and Off The Block.

In 2017-18, SMC students and academic programs continued to earn accolades, proving to be the best among their peers and upholding the college’s reputation as a pioneer and leader.

- SMC’s Early Childhood Education program was the first in Southern California to receive national accreditation for its Associate degrees. “Life in Color” (directed by SMC alum Bishal Dutta and produced by student Olivia Shapiro) became the fourth SMC student film accepted into the American Pavilion at the Cannes Film Festival. Student-run newspaper The Corsair won a variety of state and national awards, including two national Pinnacle Awards.
- The SMC Debate Team kept up its award-winning record in the region and at the Phi Ro Pi nationals. The SMC Chemistry Club won highest honors from the American Chemical Society—the world’s largest scientific society—as an “Outstanding” student chapter, and also received the Green Chemistry Award from the ACS.
- Multiple career education programs received the honor of being named a “Strong Workforce Stars” by the California Community Colleges Chancellor’s Office, in recognition of meeting outcomes including an increase in earnings for students by 50 percent or more, and attainment of regional

living wage by 70 percent or more: Business Administration, Marketing and Distribution, Children with Special Needs, Office Technology/Office Computer Applications, Software Applications, Journalism, and Interior Design and Merchandising earned “Bronze Stars.” Additionally, “Silver Stars” were earned by the Associate Degree in Nursing, Accounting, and the Solar Photovoltaic Installation Program.

- Last but not the least—SMC athletes also excelled, only a few accomplishments being the Men’s Soccer Team having the best season ever (including a #8 national ranking, a first for the Corsairs) and Women’s Soccer winning the Western State Conference for the first time. Plus, the Men’s Swimming and Diving team finished as conference runner-up for the second straight year.

My deepest gratitude and sincere congratulations go out to the students and employees who have given us so much to celebrate at Santa Monica College. While we face challenges related to enrollment and an uncertain fiscal climate, SMC continues to prove itself resilient, creative, and dedicated to the highest possible level of excellence. I have no doubt that this college will continue to retain its high standing in this state, in the nation, and in the world.

And, finally, I thank the SMC Board of Trustees for their leadership and vision, which continues to be a beacon for all of us.

Kathryn E. Jeffery, Ph.D.
SMC Superintendent/President

ACCREDITATION

The Accrediting Commission for Community and Junior Colleges accreditation evaluation team's findings of the visit conducted in October 2016 were compiled in their final report, issued in February 2017. The Commission **reaffirmed Santa Monica College's accredited status for 18 months**, with a follow-up report due in spring 2018. There were four areas the College needed to address to meet all standards. These included: revising the mission statement, establishing a regular cycle of review of Board policies, particular aspects of the new bachelor's degree program in Interaction Design, and that the Board follow "its policies regarding delegation of authority related to the president/superintendent and ensure the president/superintendent is able to implement and administer Board policies without Board interference in college operations." The college community engaged in the work of addressing each of these recommendations without delay. A follow-up site visit was conducted in April 2018 by a team of two evaluators.

On June 13, 2018 Dr. Kathryn E. Jeffery received notification from the Commission that Santa Monica College's accreditation was reaffirmed for the remainder of the accreditation cycle, finding that the College had addressed the Compliance Recommendations. The next report will be the Midterm Report due October 15, 2020. The next comprehensive review will occur in the fall of 2023.

The college has made significant progress on the two primary areas identified as "action projects" in the Quality Focus Essay (QFE). The QFE is a new requirement from the ACCJC concurrent with the 2014 revised standards that requires the college to identify two to three areas for further study and actions that have potential for improving student outcomes. The two action projects proposed by SMC were an **Integrated Student Equity and Success Plan** and a **Transformative Technology Plan**. SMC completed and submitted the Integrated Plan to the Chancellor's Office in January 2018. The redesign of the student experience using a guided pathways framework is being integrated into the ongoing work of Student Equity, SSSP, and the Basic Skills Initiative (BSI) to improve and bring about equity in student outcomes at SMC. Under the direction of the Executive Vice President, the MIS department has requested that an Institutional Effectiveness Partnership Initiative Partner Resource Team visit the college to assist in our transformative technology efforts. In addition, a task force has been appointed to assess the need to explore a new student information system. SMC will report on these action projects in the midterm report to ACCJC.

BACHELOR DEGREE PROGRAM IN INTERACTION DESIGN

SMC's first cohort of Bachelor's Degree students graduated this June. Of the 21 students who entered the program two years ago, 19 remain (one moved out of state and the other left for full time employment), and **18 of them received their degrees in June** with the remaining student scheduled to complete in the fall 2018 semester. A week prior to the graduation, SMC held a premier "**IxD Grad Show**" and celebration of these IxD students featuring **Ring Creative Director John Modestine** as guest speaker. This event provided a forum for cohort 1 to present their senior projects to the college community and to industry representatives in the surrounding area. This event celebrated a historic achievement for the college and the IxD students and faculty, but it also served another broader and longer-term purpose: to increase awareness and valuation of SMC's IxD program among local industry and to expand and strengthen our industry partnerships.

The second and third cohorts of IxD students are also progressing towards their own baccalaureate degrees. Cohort 2 includes 22 students, all currently on track for graduation in June 2019. Cohort 3 will enter their junior year in August of this year. Thirteen students have already received and accepted

admission to cohort 3 after the priority consideration application deadline in January 2018 (for which the College received 21 applications), and another 36 applications are now under review with a goal of welcoming a full cohort of 25 students this fall.

Several notable changes occurred this year for the IxD program including the appointment of full time faculty member Nicole Chan as faculty lead, replacing Jamie Cavanaugh who retired in December 2017; the appointment of adjunct Marketing instructor Ayanna Williams as 50 percent Project Manager for IxD Marketing and Recruitment; replacing Nicola Vruwink who resigned to pursue a teaching career in the field; and the relocation of the IxD program to the new Center for Media and Design (CMD) where IxD students are making effective use of dedicated classroom/workspace to support their collaborative and project-based curriculum. IxD cohort 1 students also enhanced the Center's opening by developing and implementing signage and activities designed to increase collaboration and community among the various programs housed at the CMD.

After the College's accreditation site visit in 2016, the College received a commission recommendation related to several aspects of the IxD program including Student Learning Outcome assessment and clarification of degree units. A follow up team, which visited the campus in the spring 2018 semester, recently submitted its report to ACCJC. The team reports that the College meets the standards in all areas indicated in the commission recommendation regarding the bachelor's degree. ACCJC's final decision as reported earlier in this section also affirmed a full reaccreditation for the baccalaureate program.

In December 2017, the state Legislative Analysts' Office submitted its midterm report on the Baccalaureate Degree Pilot (BDP) program to the state legislature. This report was submitted several months early at the request of the legislature after they decided not to consider SB 769 (to extend and expand the BDP program) pending receipt of the LAO midterm report. The report recommends that the date for admitting new students to the pilot programs be extended to allow more data on program graduates to be collected and analyzed, thereby better informing the LAO's final recommendation due in 2023. Indeed, SB 1406, now in committee process, seeks to extend the pilot by three years (from a 2023 end date to 2026) and to allow new student enrollment through fall of 2022.

ACADEMIC AFFAIRS

Redesigning the Student Experience Using a Guided Pathways Framework

The top strategic initiative for the next five years as identified in the **strategic planning process** in spring 2017 is, "**Close the gaps in educational outcomes among student groups.**" During the 2016-17 academic year, SMC faculty and administrators began exploring the guided pathways model as a strategy to improve student outcomes and close equity gaps. In April 2017, SMC, in partnership with **Arizona State University**, was one of 11 community colleges to receive a \$2 million **Award for Innovation** from the Department of Finance to seed its work in redesigning the student experience using a guided pathways framework. Soon after, SMC was invited to participate in the **American Association of Community Colleges Pathways 2.0 national project**. In the fall 2017 semester the state of California adopted the guided pathways approach statewide as a method to implement the *Vision for Success* and close equity gaps. SMC learned that it will receive \$2.1 million in state funding over the next five years to support implementation of the guided pathways framework.

Under the leadership of appointed faculty leaders Guido Davis del Piccolo and Maria Muñoz as well as the Vice President of Academic Affairs, several milestones were reached in this important work. In the fall

2017 semester a Pathways Taskforce met biweekly to conduct important research, inquiry, and discussion of the pathways concepts as well as possible strategies for implementation. The Taskforce also focused on how to go about engaging the entire campus community in this work. In November 2017 seven SMC members attended the first AACC Pathways Institute in Washington D.C., including Trustee Margaret Quiñones-Perez.

The redesign using a pathways framework was included in the Integrated Plan along with Student Equity, SSSP, and the Basic Skills Initiative (BSI). Equity in educational outcomes and improving student success are the core priorities for the Integrated Plan as well as the redesign effort. The Integrated Plan workgroup, which included faculty and administrators from each of these groups, met for several months to develop an equity mission statement, goals, and activities. The Integrated Plan was presented to the Board and submitted to the Chancellor's Office in January 2018. Members of each of these groups are deeply involved in the redesign efforts, ensuring that equity remains central to the work.

In the winter 2018 intersession a two-day retreat was held at the Bundy Campus. Over 100 faculty, staff, and administrators participated. Rob Johnstone, a national leader in guided pathways, was the keynote speaker on the first day. The Career Ladders Project facilitated day two, which resulted in the identification of important next steps. The Redesign Team structure was introduced by the faculty leaders, and members of the campus community were recruited to begin serving on several inquiry teams and "squads" during the spring 2018 semester.

The inquiry teams and squads met throughout the spring 2018 semester and will continue in fall 2018. In March 2018 SMC's Coach for the AACC project made a two-day visit to campus. Dr. Fabianke met with senior leadership and the redesign team, and she held an open meeting for several hours for anyone interested in attending. More than 40 people participated in that open meeting, reflecting the strong interest of the campus community.

The culminating event for the spring semester was "**Sorting Day**" on May 18. More than 200 faculty, staff, and administrators convened in the Pavilion to sort 143 academic, career, and transfer programs into "**meta majors**": broad categories of study, such as "STEM" or "Social Sciences," that a student may choose to begin his or her academic career at SMC. This is a major step forward for the redesign effort. First, it provides a tangible outcome of the work. Second, the meta majors can create a structure from which the redesign efforts may build. And, the meta majors are an aspect of the redesign that can be communicated to students and tested for efficacy.

A hallmark of the SMC redesign effort for which the college has been recognized statewide is the intentional inclusion of a diverse student group called the "**Student Advisory Squad**." Adjunct career counselor Jenna Gausman recruited and facilitated this important group. 16 students have participated on a regular basis. The students meet in their own squad, participate on the inquiry teams, and attend monthly evening meetings of the larger Redesign Team. Members of the Student Advisory Squad, along with a faculty member, presented on SMC's redesign work at three statewide meetings sponsored by the Chancellor's Office.

The Integrated Plan 2017-19 and Equity

The 2017-18 academic year was characterized by evidence of Santa Monica College's growing commitment to student equity. This has been reflected in all-campus Flex Days, the **DACA renewal**

assistance efforts and **Undocumented Ally** training programs, the monthly “**Equity Speaks**” brown bag discussions, and the development and associated activities of the Integrated Plan 2017-19.

A team of faculty and administrators met throughout the late summer and fall to develop the **Integrated Plan 2017-19**, which called for the integration of the **Student Equity, SSSP (credit and noncredit)**, and **Basic Skills Initiative** activities. The team decided to integrate the redesign using a guided pathways framework as well as the work to respond to AB 705 into the plan as well. As a result, the Chairs of the mathematics and English departments and faculty leads for the redesign were key members of the team.

Rather than simply approach this plan as a requirement to be completed, the team made this a meaningful plan focused on achieving equity in educational outcomes and “equitizing” the institution as its focus. And the team engaged with consultant Dr. Veronica Neal to develop an equity vision and mission statement to guide the work.

Equity Vision statement: SMC is a dynamic and culturally responsive educational community that upholds the values of equity, inclusion, and social justice as a pathway to personal and academic excellence.

Equity Mission statement: SMC is an educational institution dedicated to providing an equitable learning and working environment. We intend to make clear, through our lived values and praxis, our commitment to inclusive excellence, which is reflected in our student outcomes and employee satisfaction.

The team wrote five overarching goals for the Integrated Plan:

1. Santa Monica College will embrace student equity as a core value for which all will take responsibility.
2. Decrease the time to completion for degree, certificate, employment outcomes, and transfer, particularly for groups experiencing equity gaps.
3. Increase the persistence, completion, and success in all courses, particularly the ESL and English and math sequences, for African-American and Latino/a/x students and other groups experiencing equity gaps.
4. Increase the overall number of degrees and certificates awarded and successful employment outcomes for African-American and Latino/a/x students and other groups experiencing equity gaps.
5. Increase the overall number of students who are transfer prepared and successfully transfer among African-American and Latino/a/x students and other groups experiencing equity gaps.

The completed plan was presented to the Board of Trustees and submitted to the Chancellor’s Office (<http://www.smc.edu/EnrollmentDevelopment/InstitutionalResearch/Documents/IntegratedPlanExecutiveSummary2017-19.pdf>) in January 2018.

The College has engaged in important work this year enacting the plan in order to reach the stated goals. In addition, the District Planning and Advisory Council (DPAC) invited the Student Equity Steering Committee to present at a recent meeting. DPAC received an update on the ongoing equity work, the Integrated Plan, and the goals of the committee. DPAC has asked the Steering Committee to develop annual objectives for the Master Plan for Education in support of the number one strategic initiative,

“Close the gaps in educational outcomes among student groups.” These objectives will be submitted to DPAC in time for the annual update this summer.

In May 2018, the California Community Colleges were notified of the proposal that the funds for each of these three initiatives be combined into one allocation in the future. The change will consolidate the Student Success and Support Program, Student Success for Basic Skills Program, and Student Equity program into a single program. The district would not receive less in 2018-19 and 2019-20 from the new consolidated categorical program than the sum of the amounts the District received from those programs in 2017-18. The Chancellor has made recommendations for expected uses of funds. Districts must continue to maintain an equity plan, to which Santa Monica College is certainly committed. And the trailer bill language adds another category to those previously mentioned in the Equity Plan law—first generation students. The Integrated Plan core team has begun discussions related to how SMC will respond to these changes.

Curriculum

Over the course of the 2017-18 academic year, the SMC Curriculum Committee held 14 full committee meetings. The outcome of the committee’s work includes:

- 49 new courses
- 100 substantive changes to courses, including the following: changes in the essence of the course, hours or units; major title changes; addition or deletion of elective options in programs; removal or addition of prerequisites, co-requisites, or advisories; addition, removal or revision of GE areas; discipline changes; major changes to objectives and outcomes, content/ presentation/evaluation
- 11 courses for distance education delivery
- 46 courses adding Global Citizenship
- 39 courses with updated Student Learning Outcomes
- Eight courses deactivated
- 88 updates/non-substantial changes to courses, including changes in objectives, outcomes, content, presentation, evaluation, title, texts, etc.
- Nine new programs
- 36 changes to programs, including additions or deletions of courses and changes in units in degrees and certificates, changes in GE lists, updating terminology, content, disciplines and titles
- Six courses approved for Intersegmental General Education Transfer Curriculum (IGETC) and 13 approved for California State University General Education

Other ongoing areas of focus for the committee include:

- The impact of **Guided Pathways** on curriculum, including participation by all committee members in activities supporting the effort.
- Changes to curriculum resulting from **AB 705** specifically in Math and English:

- Beginning with summer 2018, the English department is no longer offering three levels of developmental courses. Instead, only English 20 remains as a pre-transfer level course for the small percentage of incoming students with a high school GPA under 1.9. All remaining students will be placed into either regular English 1 (Reading and Composition 1), or English 1 paired with a co-requisite of English 28 (Intensive College Writing Skills). The separation between the paired English 1 and 28 sections will be transparent to the students since the English 28 section is scheduled back-to-back with its English 1 pair in the same room and with the same instructor. Note that the English 28 course evolved from the English Academy program, a special two-week ‘boot camp’ originally designed to ‘boost’ students who had barely missed the cut-off for English 1.
- In the fall 2018 semester, the math department is piloting four sections of a novel adaptive learning course entitled Bridge to College Math. This course, Math 1/1B/1C, facilitates student entry into the transfer level math course sequence required for STEM majors. Math 1 is taught in a computer lab environment where students use the ALEKS adaptive learning software, under faculty guidance, to study those developmental math content areas that they need as determined by the ALEKS assessment tools. In this model, students study only those topics in which they have not already demonstrated competence and are given the opportunity to progress as rapidly as they are able. In this way, it is possible for a student to progress through as many as three development courses in one semester. For those who need more time to achieve competency in all developmental math areas, Math 1B and 1C are available options. In such cases, students continue their study without having to repeat topics completed in the previous semester—they can pick up where they left off.
- Math faculty are also working now to developing co-requisite courses, in line with what English faculty did, to support students in transfer-level courses in both STEM and non-STEM math course sequences. The committee anticipates receiving these new course proposals in the coming academic year.
- Began a larger discussion of **Department Certificates**: topics include recent changes in how awards of these local certificates are recognized at the state level, how we approach completion under Pathways, and other considerations including funding and procedures for non-CTE department certificates, indicating the need for a comprehensive review and probable revision of our approach to department certificates.

Online Education

2017-18 was primarily focused on supporting the ongoing expansion of course offerings and adapting to the District’s new course management system, **Canvas**. It has been a year since the migration to and implementation of Canvas after 15 years on eCollege/eCompanion. There was an impressive **10 percent increase in Distance Education FTES** from last year. Along with enrollment growth, course offerings increased from 1,191 sections to an **all-time high of 1,295 sections**. As of mid-May, eight courses have been approved for future online delivery by the Curriculum Committee this academic year, and one new online class was offered. The Distance Education program continues to expand each year with new online faculty, course offerings, and online support services for students and faculty. SMC is also in a better place to leverage resources among the California Community Colleges and benefit from being part of a broader community of Canvas users. While the SMC Distance Education program ranked number five among the

California Community Colleges for FTES last year, the College has now moved into the **number four** position.

Learning Resources

Learning Resources includes tutoring in the **Learning Resource Centers (LRC)** around campus as well as Supplemental Instruction. The administrators and staff are engaged in continuous improvement efforts prioritizing consistency in the student experience, evaluation, and innovative practices. The Dean, Learning Resources and Director, Supplemental Instruction/Tutoring both serve on the Academic Senate Joint Committee on Student Instructional Support Services and work collaboratively with the departments offering these services.

- **Guided Pathways:** Learning Resources is working closely with the academic disciplines on the redesign of the student experience using a Guided Pathways framework and is also preparing for the increase in the number of students who may seek tutoring assistance.
- **Increased professional development:** Many of the Learning Resources staff attended a national conference on tutoring (Association of Colleges for Tutoring and Learning Assistance) where they met with colleagues from across the nation, saw demonstrations of new learning technologies, and heard about innovative tutoring practices.
- **Increase in consistency of practices in the various tutoring centers.** Learning Resources Centers are decentralized at SMC and have developed independently. The tutoring coordinators work closely as a team though their primary work areas are spread across campus. The centers have similar policies and hours so that students will have a consistent experience across all centers.

Education Collaborative

The collaborative continues to support the **Young Collegians** program. This will be the **11th summer** the program is being offered. Over 70 students are participating in the program, which was developed to help high school students' transition to postsecondary education.

This past year, the **Dual Enrollment** program has continued to work with six local high schools. In the fall, the program offered 20 Dual Enrollment classes with seven of them being offered at SMMUSD. In the spring, the program offered 21 classes with six of them at SMMUSD. With the passage of AB 288 and the implementation of the College and Career Access Pathways (CCAP) agreement, the program was able to develop additional Dual Enrollment courses. These new opportunities will allow the Dual Enrollment program to play an even greater role in helping high school students achieve college and career readiness and to assist students with the transition to postsecondary education. For the coming year, the program is working on advertising and expanding the pathways, which will lead to career technical education or preparation to transfer.

SMC Noncredit Initiatives

In 2017-18, SMC Adult Education (Noncredit) Programs rebranded itself as the **SMC Noncredit Initiatives** Administration Team. Noncredit administrators and faculty leads focused on the Adult Education Block Grant (AEBG), Workforce Innovation and Opportunity Act (WIOA), and Noncredit Student Success and

Support (SSSP) for continuing, returning, new, and future noncredit students. All three initiatives aim to increase literacy, high school or GED completion, and transition to college and career.

In March 2018, with the support of AEBG, SMC received Chancellor Office approval to offer **six noncredit short-term vocational and workforce preparation certificate programs** (noncredit CDCP) in the following departments: Business, Computer Science and Information Systems, Early Childhood Education, and Health Sciences. In April and May 2018, the SMC Curriculum Committee approved new noncredit short-term vocational and workforce preparation certificate programs (noncredit CDCP) in college and career transition (Counseling), elder care/gerontology (Health Sciences), and sustainability (Earth Sciences).

The **Santa Monica Regional Consortium for Adult Education**, an AEBG consortium, hosted its second annual Business and Community Partners' Event in spring 2018 with 12 participating employers and community resource center representatives from the following organizations: Chrysalis, Culver City Adult School, Los Angeles Hospitality Training Academy, Los Angeles Conservation Corps, OneWest Bank, Pacific Park (Santa Monica Pier), Pico Youth and Family Center, Santa Monica Chamber of Commerce, Santa Monica Public Library, St. Joseph's Center, Step Up, and Venice Ale House/Bank of Venice. The Consortium held its first adult education/noncredit Career Fair in spring 2017. In spring 2018, Pacific Park interviewed and hired approximately ten noncredit English as a Second Language students. The Consortium distributed its first adult education newspaper in spring 2018 and was featured in the *Los Angeles Times* and several Santa Monica newspapers.

Emeritus

The **SMC Emeritus Art Gallery** held six art shows and opening receptions this past year. The SMC Emeritus Concert Band had three scheduled performances at the Broad Stage, participated in the City of Santa Monica's Fourth of July Parade, and performed on the Third Street Promenade during the winter holidays. The SMC Emeritus Acting Troupe held two performances at the Edye Second Space. Two SMC Emeritus literary journals were published: ***The Emeritus Chronicles*** and ***The Ongoing Moment*** (the latter being a journal of both student literature and art). Receptions were held for both journals where students read some of their work. **The Emeritus Voice** student newsletter was published in the fall and spring terms. Several open forums and one special meeting about the Governor's Budget Proposal were held at Emeritus. To date, the total amount of funds raised for SMC Emeritus during the fiscal year is \$110,775. In addition, SMC Emeritus received a pledge of \$500,000 from a generous donor, **Mitzi Blahd**, to record the living histories of SMC Emeritus students.

SMC Emeritus has been represented at the Santa Monica Regional Consortium for Adult Education. The Emeritus Student Advisory Council (ESAC) engaged in several conversations regarding the name changes of the consortium and function of the council; this conversation will continue into the next fiscal year. SMC Emeritus students successfully advocated, along with others, to oppose a likely reduction in state funding to noncredit non-Career Development College Preparation programs.

SMC Emeritus continues to partner with many off-site locations to hold classes, and to explore new opportunities when they arrive. The Associate Dean is reviewing protocols and practices in response to a number of suggestions and inquiries that have been made since January, and will be completing this review over the next six months. A Santa Monica-Malibu community survey was sent out to residents in fall 2017 to assess the interests of potential and existing older adult students. The **SMC Emeritus Gospel Choir** was a featured performance at the institutional Spring 2018 Flex Day. Facilities has been hard at work to get a contractor to bid on a permanent fix for the leaks coming through the outside decks on the

3rd and 4th floors. New classroom equipment was purchased to support off-site locations and Emeritus classrooms, including work done on the media in several rooms, as well as the beautification of the SMC Emeritus building through new carpeting. The Emeritus staff continued use of Blackboard Connect to make “robo-calls” to students to notify them efficiently and effectively of class cancellations. Emeritus has also worked with faculty to minimize class cancellations, and make optimal use of substitutes.

Career & Technical Education; Workforce & Economic Development

Year in Review. The Office of Workforce & Economic Development staff dedicated the 2017-18 year primarily to growing CTE enrollments, persistence, completions, and improving post-college outcomes. Post-college outcomes generally refer to job placement, employment in field of study, and increased wage gains. This has required an increased focus by faculty and staff on marketing, partnerships and collaborations with business, industry, regional community colleges, K-12 schools, universities, community-based organizations, government agencies, workforce boards and economic development agencies.

Strong Workforce Program. The Strong Workforce Program (SWP) provides two forms of funding. Local level funding is available annually to improve the quantity and quality of local college programming. The SWP Local Round 2 allocation is \$1,229,749, which includes a 17 percent incentive fund for meeting completion and enrollment measurable outcomes in 2016-17. These funds will be used for business engagement and innovation, program development and maintenance, CTE marketing, professional development, and work-based/experiential Learning.

The Regional Round 2 allocation in 2017-18 is \$4,607,063. These funds will be used to support CTE programs in Advanced Transportation, Career Pathway Specialist, Energy, Construction and Utilities, Entrepreneurial Mindset, Global Trade and Logistics, Internship/Job Placement Specialist, Noncredit College and Career Readiness, and Teacher Preparation–STEM/ECE. SMC was also selected to lead projects for all 19 community colleges in Los Angeles for Marketing, Cloud Computing, and the Center for a Competitive Workforce. We have also increased support for faculty with SWP funds. The focus is on local curriculum development and alignment and faculty professional development. Support is also available for regional SWP funded projects. These activities include:

- Faculty professional development, training and externships;
- Enhanced industry engagement and regional alignment of curriculum;
- Curriculum enhancement to align with industry standards; and
- Upgrading equipment, materials and supplies to enhance learning.

The new **Center for a Competitive Workforce** project is led by SMC and is located downtown. It is the systemic alignment of talent supply (education) and talent demand (employers) in Los Angeles. Partners includes the community colleges in the Los Angeles region, Los Angeles County Economic Development Corporation (LAEDC) and Los Angeles Area Chamber of Commerce, the seven Workforce Boards, and JP Morgan Chase. SMC’s Workforce & Economic Development office is developing an innovative new paradigm and processes for strategic, systematic, institutionalized, ongoing and intentional industry engagement that informs, supports, enhances and results in a co-investment by employers, business organizations and economic development in the development of career and technical education. This explicit commitment is the result of dialogue that examined the current state of inconsistent,

uncoordinated outreach and engagement of industry for employment matching. With the Center for a Competitive Workforce, the LAEDC and the Los Angeles Area Chamber of Commerce have agreed to lead efforts to create, convene, staff and support regional sector councils that are tailored to the high-growth industry sectors and clusters in the region and the regional SWP projects. The goal of the new sector councils is to have recognized business-led forums by workforce development partners in the region that prioritize community colleges, SWP, CTE programs and industry partnerships. Co-investment will be the central focus of the agenda, while encouraging and supporting broader workforce systems alignment in Los Angeles County. An important strategy continues to be the increase of membership, participation, and presentations from community colleges in the many existing regional and sub-regional business associations, chamber, and economic development organizations and their high-growth sector or priority population collaboratives. Sub-regional organizations and targeted collaboratives will complement the regional council approach and remain vital to individual college programs, faculty relationships, placements, and other opportunities for students, such as internships and other work-based learning.

California Cloud Computing Consortia. In 2013, **Amazon Web Services (AWS)** partnered with Santa Monica College to establish college credit courses based on an AWS curriculum framework in cloud computing beginning from high school leading to industry certifications. The curriculum development, led by SMC Professor Howard Stahl is quickly becoming a national model. In addition to the five-course certificate developed in 2016, SMC faculty are working with select community colleges faculty and AWS industry experts to develop a common Associate Degree in Cloud Computing. In 2017, SMC developed a regional career pathway program called the California Cloud Computing Consortia that includes 18 of the 19 community colleges in Los Angeles. SMC will provide support to colleges and their partner high schools to adopt common and aligned Cloud curriculum. It will be developed through rounds two and three of the Strong Workforce Program with SMC as project lead through 2020.

High School Engagement | LA HI-TECH. SMC continues its collaborative work with the development of K-14/16 career pathways, which include dual enrollment and community outreach opportunities with the LA HI-TECH grant. SMC works closely with high school partners to develop career pathways and ensure the students are career- and college-ready. Since 2014, dual enrollment course offerings have grown annually and have been offered at seven area high schools—Santa Monica, Malibu, Beverly Hills, Crenshaw, Palisades Charter, Culver and Venice.

The grant is nearing the completion and has served over **1,400** students. A total of **84** dual enrollment class sections have been offered in the Information and Communication Technology (ICT) Pathways since the grant began. In this past year, 253 dual enrollment students enrolled and completed two or more dual enrollment courses. With a focus on student success and retention, after the spring 2018 semester, there will be **16** high school seniors that will complete a two-year dual enrollment pathway at Santa Monica High School. These students will earn an entry-level Programmer Department Certificate through the Computer Science department at SMC upon graduation from high school.

Career Pathways & Regional Coordination for Regional Economic Growth. While regional coordination is not a new concept for professional workforce, education and economic development leaders and policy makers, Los Angeles system leaders have fallen short of aligning the policies and practices required to maintain a well-educated workforce with the skills that industries require. It is now recognized that the reversal of a trend which threatens the region's and the state's long-term economic prosperity and the income-earning ability of thousands of residents is of great importance.

The size and complexity of the regional economy of **Los Angeles County**, and its demographics, has made regional coordination unwieldy. Prior to the **Workforce Innovation and Opportunity Act (WIOA)** and the **Strong Workforce Program**, there were no mandates and very few incentives for leaders of traditionally siloed systems to work together.

Efforts led (in part) by SMC have been successful in engaging workforce, education and economic development leaders across the county. There is a shared understanding that collaborative efforts are needed to solve these looming issues. In addition, the Strong Workforce Program calls for the development of “robust connections between community colleges, business and industry representatives, labor, and other regional workforce development partners to align college programs with regional and industry needs and provide support for CTE programs.”

Since the reauthorization of the **Carl D. Perkins IV grant** in 2006 (and even before this time as part of the Tech Prep Initiative) community colleges in California have seen the demise of CTE programs in secondary education programs, a trend that made it difficult to align postsecondary programs.

Career pathways provide an effective framework for increasing enrollment and completion of postsecondary education, and this is primarily why pathways were developed. Community college students typically require more support services than students entering a four-year degree program directly out of high school because many are the first members of their family to attend a postsecondary institution. The pathways approach is valuable to these students because many have not been exposed to the career opportunities that are available—particularly pathways leading to high-wage, high-skill occupations. Several W&ED staff members are involved in the development of Guided Pathways at SMC.

Faculty Professional Development and Externships. Employers request coordination between community colleges and other workforce-education providers. Employers want to engage regionally and by sector (as opposed to individually) to anticipate labor market trends, build career pathways, determine specializations, inform faculty of changing job requirements, validate skill competencies, create work-based learning for students, promote joint investment in and sharing of resources, and conduct outreach to students.

Aligning industry skill demands in the regional labor market with CTE curriculum development provides the best opportunity for students who complete community college programs to find a job in their field of study. It is essential that CTE faculty develop program material based on sufficient input from industry representatives and community leaders, and they need to be supported in this endeavor. Faculty must be incentivized to develop value-based relationships with business and industry. Seamless transitions from school to work require institutional infrastructures that do not exist on most campuses.

In order to ensure that SMC students are mastering the competencies required for current jobs in the regional economy, curriculum and course outlines, student learning outcomes, performance standards and assessment, and the use of technology and equipment must meet industry standards. This requires that community college faculty are provided with the opportunity for professional development, training, and externships. Many of SMC’s CTE faculty come from industry, and although they have industry expertise, there are rapid changes in their field which may result in their being unfamiliar with new technology and equipment. This will be enhanced by the colleges’ collaborations with business and industry partners’ willingness to work with faculty, provide professional development, and host externships in their workplaces.

Business Engagement & Job Placement Center. In order to realize the critical and tangible value of business engagement being developed by the Center for a Competitive Workforce and the region, SMC and other colleges must develop and implement business engagement strategies and processes at a campus level. W&ED, in partnership with the CTE Committee and faculty, has launched an on-going design and implementation of a comprehensive business engagement strategy. With the goal of streamlining a “relationship management process” that outlines engagement protocol, campus stakeholders will seamlessly navigate various business engagement activities that will bring quantifiable value, as defined by the SWP grant, to students, faculty, and the institution. As these processes become formalized and centralized, with the integration of a relationship management software platform, the College’s relationship with industry will progress from being transactional to becoming more long-term and intentional, with both parties reaping the benefits of maximizing the others’ value and resources.

SMC is a partner college in the SWP Regional Business Engagement-Job Placement Project. In response to aggressive SWP grant metrics relating to job placements, wage gains, and placement in field of study, W&ED spearheaded the launch of a pilot, private-public partnership with **AppleOne**, a globally recognized job placement agency. As a fiscally self-sustaining model, SMC has provided space to AppleOne at SMC’s CMD campus, which covers its own operational cost, while customizing its job placement service to meet the needs of our diverse community college population. The job placement center, providing unique, highly individualized, job and industry specific placement services has met the critical objective of connecting our students to career opportunities that they may have otherwise not be exposed to, often serving as their launchpad into the professional world and thus, economic mobility.

Employment Training Panel (ETP) and Industry-based Contract Education. SMC was awarded a \$949,688 contract for the period of March 2018 through March 2020. Using these funds, SMC administers customized training programs that offset the high cost of employee-based training that employers would otherwise be obliged to finance and develop in order to maintain a high-performance workforce. **SMC has trained more than 2,700 employees at over 35 area companies.** Employer client surveys have shown increases in employee productivity, process efficiencies, and in overall revenue. The ETP employer training program has also provided the opportunity for SMC faculty to provide their expertise within the context of the corporate training platform, while also building the SMC brand as a premier provider of industry-based educational programming. SMC’s last ETP contract (2016-18) of \$949,611 was successfully executed.

In one of those efforts, W&ED partnered with SMC’s Cosmetology and Business departments to create a customized online course for **The Dermalogica Foundation**, which has continued to fund a cohort of women entrepreneurs to enhance their skills as business owners. The course is being used as the foundation for an online, credit-based course in entrepreneurship for Cosmetologists.

STEM: SMC/UCLA Science and Research Initiative

The **SMC/UCLA Science and Research Initiative**—funded by a **\$5.8 million federal Science, Technology, Engineering, Math (STEM) grant**—made significant progress toward building a comprehensive STEM program at SMC to increase the number of traditionally underrepresented students who demonstrate an interest in STEM, pursue STEM as a major, and successfully transfer to a four-year university with a major in STEM. This grant officially ended in December 2017 and SMC successfully applied for a second grant to continue building our capacity to serve STEM students. Below is a summary of SMC STEM’s final report submitted to the U.S. Department of Education:

Increase interest/awareness in STEM majors and careers for traditionally underrepresented students.

The SRI program hosted outreach events at SMC throughout the duration of the grant (e.g., STEM Day, Cool Careers Day). Through outreach efforts, the program has recruited and admitted approximately 682 students (“Scholars”) to the SRI program throughout its duration. Each year, the incoming cohort has increased in size. In Year 5, an annual survey was administered to Scholars from cohorts 1–4; 114 Scholars completed the survey. Between 89–92 percent of Scholars were “Satisfied” or “Very Satisfied” with the information provided by the SRI program on STEM degrees and careers as well as the instructional program helping them to pursue a STEM degree and career.

Strengthened instructional programming. Every STEM SRI participant attended an intensive summer STEM skills workshop, and completed coursework (Counseling 12 and 15) related to STEM education and career opportunities. The STEM grant also supports all supplemental instruction offerings for introductory and transfer level STEM courses, as well as weekly Math 31 & 20 faculty-led workshops. STEM/SRI continues to partner with Black Collegians and Adelante to offer weekly Equity-funded Chemistry 10 Saturday Boot Camps. This intervention has helped increase success rates for African American and Latino students enrolled in these sections. STEM Equity projects also sponsor intersession courses with extended hours of STEM tutoring in the STEM/SI Student center in Drescher Hall. In collaboration with the **NASA Minority University Research and Education Project (MUREP)** program, STEM has expanded the engineering program with two new courses, both offered this spring: Engr. 1 (Intro to Engineering), Engr. 11 (Engineering Graphics and Design) and Engr 12 (Circuits).

Successfully transfer to a four-year university. Approximately 37 percent of Scholars from Cohorts 1–3 have transferred to a four-year university and 80 SMC students completed paid ten-week internship at UCLA. 73 percent of students who participated in the UCLA Summer research program have transferred to a four-year university and majored in a STEM Field. 25 percent of UCLA summer research participants are currently enrolled at SMC and preparing to transfer.

STEM Learning and Leadership Innovation Center

SMC is currently implementing the **STEM Learning and Leadership Innovation Center (SLLIC)**, a Title III-funded program. The overarching goal of the program is to improve the academic attainment of Hispanic students and low-income students at SMC. In partnership with the University of California, Los Angeles (UCLA) and other university and industry partners, SMC will work cooperatively to increase the number of Hispanic and other low-income students who successfully pursue and obtain STEM degrees and careers. The three major goals of the program are to: (1) Increase the enrollment of Hispanic and low-income students in STEM programming; (2) Improve student success by strengthening instructional and student support services in STEM (e.g. peer mentoring), targeting psychosocial development and the teaching and learning environment; and (3) Strengthen student transfer and program articulation through the development of university and industry partnerships.

- **Improve enrollment.** As part of SLLIC, SMC will continue to grow the Engineering program by offering an Engineering degree and certificate, which will include three new course offerings through the Physical Sciences department. Currently, ten engineering prerequisite classes include embedded tutoring. The SLLIC program also identified a location for a **new Makerspace lab** and architects are currently submitting proposals for construction.
- **Improve student success.** In fall 2017 a randomized control trial of a social belonging intervention, based on Walton and Cohen (2011), was administered to the first cohort of students. A second

intervention, targeting identity as a scientist, was administered spring 2018. 236 students who participated in the STEM Skills Academy were randomly assigned to either the treatment or control condition. Preliminary data suggest that from pre-test to post-test, treatment students reported increases in their identification as a scientist, research skills, and research self-efficacy. In the summer of 2018, STEM/SLLIC will examine treatment vs. control GPAs, course success, retention, graduation, and transfer rates. SLLIC is also providing STEM faculty members with on-campus training on effective teaching and learning strategies as well as promoting and providing reimbursement funds for faculty to attend off-campus workshops. In addition, a peer-coaching program was successfully established and over 117 students participated in one-on-one sessions and group workshops.

- **Strengthen student transfer through partnerships.** SLLIC has offered two workshops to help prepare students for summer research experiences and transfer including “**Transfer Coachella**” in October 2017 and “**Cool Careers**” in November 2017. The program also held two transfer workshops (in early May), two financial aid workshops, and two Undergraduate Research Center (URC) UCLA application workshops to help with internship applications. In addition to these workshops, the Counseling 15 class in progress during spring 2017 focuses directly on preparing students for research and transfer opportunities. SMC has established partnerships with both NASA's Jet Propulsion Laboratory (JPL) and Base 11. In addition to externships with industry partners, the SLLIC has successfully connected with UC Irvine (California Alliance for Minority Participation), USC (Engineering Outreach), and Cal Poly Pomona Engineering to offer SMC transfers opportunities for mentorship.

The Center for Teaching Excellence

The Center for Teaching Excellence (“The Center”) has institutionalized faculty professional development practices at SMC. The Center provided 60 unique opportunities for professional development over the course of the last academic year. Trainings for faculty included Assessment, Online Educational Resources (OER), scaffolding lectures, and metacognition. The Center was originally founded by a five-year **Title V Building Foundation for Academic and Career Success** grant. This was the first year without the direct support of grant funding. However, The Center has partnered with Student Equity, Guided Pathways, Institutional Research, Workforce & Economic Development, and BSI/BSSOT (Basic Skills Initiative/Basic Skills Student Outcomes and Transformation) to provide needed professional development opportunities to faculty. Many of these professional development events invited greater participation by classified staff and administrators. Highlights of this year included:

- Supporting the **Undocumented Ally Program** which trained over 170 members of the campus community on how to be allies to our undocumented students and community;
- Being a host site for **Black Minds Matter**, an 8 week online "public course" titled “BLACK MINDS MATTER: A Focus on Black Boys and Men in Education.” After each session there was a facilitated conversation on the ways that Black minds are engaged in the classroom;
- Holding the “**Democratizing Data**” series that engaged the campus community around research and higher education;
- Creating a 25 cross-campus team to be research practitioners representing BSI/BSSOT, Redesigning the Student Experience, and Equity to attend the **National Conference on Race and Ethnicity**; and

- The founding of the **Data Coach Pilot Program**, which aims to build the research and data capacity of the College by providing faculty intensive training to become certified data coaches. Coaches received approximately 12 hours of training on how to access, analyze, and utilize data for program review, departmental planning, grants, and other college processes.

The Center's annual **Faculty Summer Institute (FSI)** has become a landmark event and highlight for the college's faculty. Currently, FSI 2018 is being planned and at the time this report was made, 50 applications had been received.

Academic Program Accolades

Early Childhood Education. Santa Monica College became the first community college in **Southern California**—and only the second in the state—to receive national accreditation for its Associate of Science degrees in Early Childhood Education/Career as well as its Associate in Science for Transfer degree in Early Childhood Education, which satisfies most of the **California State University** lower-division requirements and offers students priority admissions consideration at select CSU campuses. SMC is now one of 195 two- and four-year institutions nationwide that are accredited by the **National Association for the Education of Young Children (NAEYC)**—the foremost professional association for the early childhood education field.

Strong Workforce Stars. Multiple Career Education programs at SMC were named as Strong Workforce Stars because they demonstrated the following outcomes, based on **Strong Workforce Program LaunchBoard** data:

- An increase in earnings by 50 percent or more, based on a match to the state wage file, for students who were last enrolled in 2015-16
- Attainment of the regional living wage by 70 percent or more, based on a match to the state wage file, for students who were last enrolled in 2015-16
- 90 percent or more are employed in a job similar to their field of study, according to the CTE Outcomes Survey, for students who were last enrolled in 2014-15

The following programs were recognized with "**BRONZE STARS**" because they attained threshold outcomes on one of these metrics:

- **Business Administration:** 100 percent of students are employed in a job similar to their field of study
- **Marketing and Distribution:** 69 percent increase in earnings
- **Children with Special Needs:** 56 percent increase in earnings
- **Office Technology-Office Computer Applications:** 69 percent increase in earnings
- **Journalism:** 78 percent increase in earnings
- **Software Applications:** 80 percent of students attained the regional living wage
- **Interior Design and Merchandising:** 57 percent increase in earnings

The following programs were recognized with “**SILVER STARS**” because they attained threshold outcomes on two metrics:

- **Associate Degree, Nursing Curriculum:** 87 percent increase in earnings and 94 percent of students employed in a job similar to their field of study
- **Accounting:** 64 percent increase in earnings and 76 percent of students attained the regional living wage
- **Solar Photovoltaic Installation:** 54 percent increase in earnings and 70 percent of students attained the regional living wage

New instructional spaces open. In fall 2017 the academic programs that called the former **Academy of Entertainment and Technology (AET)** “home” as well as Broadcasting, Journalism, and Film began holding classes at the rebranded **new Center for Media and Design**. The official opening of the campus and the **KCRW Media Center** was held on December 2, 2017. The grand opening honored the Santa Monica and Malibu voters whose support for the 2008 Measure AA bond provided primary funding for \$115 million in new facilities at the high-tech campus. The Center for Media and Design unites all the SMC programs focused on media content development and design—including the first-ever baccalaureate program in **Interaction Design (IxD)**—on one campus.

The **East Wing of the Performing Arts Campus** is now in use by music students, and it has also hosted events including the appreciation event for the 250 Club—Emeritus students who have donated \$250 or more to the program.

The groundbreaking for the **Santa Monica Early Childhood Lab School**—an innovative facility which will serve the functions of an infant, toddler, and preschool center to be operated by Santa Monica-based nonprofit the **Growing Place**—was held on March 13, 2018 on the site of the school, which will be located at the corner of 4th Street and Civic Center Drive in Santa Monica. The school will be a setting for SMC Early Childhood Education to gain experiential knowledge and fulfill their practicum requirements, while also functioning as a childcare center for up to 110 infants and toddlers, with priority consideration for Santa Monica residents and employees, and low-income families.

Speech and Debate Team. The **SMC Speech and Debate Team** had another year full of tough competition and top awards. The team started the year by winning several awards at the **Pacific Southwest Collegiate Forensics Association (PSCFA) “Warm Up” Tournament** held at El Camino College September 30 and October 1. Seven of the 14 SMC students who competed won high-level awards in International Public Debate Association (IPDA) debate, in which each competitor engages in four rounds of one-on-one debate, with only 30 minutes to prepare before each round. Three students received a “Superior” award for winning all four of their rounds, unusual for even the best debaters. In addition, four students won an “Excellent” award for winning three of their four rounds.

The team also earned multiple awards at the **Tabor-Venetsky Tournament** and the **Pacific Southwest Colleges Forensics Association** in February and the Hornet Invitational held at Fullerton College on April 7. The team continued with their stellar performance at the **Phi Rho Pi National Speech and Debate Tournament** held April 9-14 in Daytona Beach, Florida. In the National Parliamentary Debate Association (NPDA) debate event, the SMC team won the Bronze award. These students also competed in the International Public Debate Association (IPDA) event, taking both gold and silver. The SMC team collectively won the Silver sweepstakes award.

Film Production. A short film titled “Life in Color”—directed by Santa Monica College (SMC) alum Bishal Dutta and produced by student Olivia Shapiro—was accepted into The 21st American Pavilion Emerging Filmmaker Showcase during the 2018 Cannes Film Festival. The film was made when Dutta was a student at SMC; he transferred to UC Berkeley last fall. SMC is **the only U.S. community college represented in the showcase**; other student filmmakers featured were from USC, Chapman University, Yale School of Drama, School of Visual Arts, Art Center College of Design, and Brooklyn Film College.

The fourth SMC student film to screen at **The American Pavilion**, “Life in Color” was co-produced by SMC and **Bridge the Divide Media**, a collective of young artists and filmmakers, which includes many SMC alumni and current students. “Life in Color”—which screened in the **Emerging Filmmaker LGBTQ Showcase** category—is about Harold, an aging, closeted gay man with Alzheimer’s disease, struggling against his strong-willed daughter to hold on to the memory of the man he once loved.

The Corsair. Student-run newspaper *The Corsair* had another banner year. In the fall semester the student-run newspaper won 14 awards in the **Journalism Association of Community Colleges’** 2017 state publication awards, including General Excellence—Print Edition, first place for News Photo, and first place for Photo Story—Essay. SMC student journalism students also won three awards during onsite competitions. *The Corsair* also won **two national Pinnacle awards** including first place for Best Sports Feature Photo and second place for Website of the Year from the **College Media Association**. The **Associated Collegiate Press (ACP)** named *The Corsair* as one of 43 finalists in its annual national collegiate Pacemaker competition—often referred to as the Pulitzer Prize of collegiate journalism—for print newspapers. SMC was one of five community colleges among the 43 finalists, which come from 21 states in the U.S. and Canada. 150 student newspapers entered the Pacemaker competition.

Innovative Curriculum meeting workforce needs. The Business department created **new curriculum in intellectual property (IP)** as part of an innovative program launched by the **National Association for Community College Entrepreneurship (NACCE)** and the **Michelson 20MM Foundation**. The curriculum has now been introduced at six community colleges across the country. NACCE and Michelson 20MM selected SMC to lead the development of a master syllabus and a course cartridge comprised of 38 digital course modules to help support additional participating faculty.

Chemistry Club. In October 2017, **SMC’s Chemistry Club**, a student chapter of the **American Chemical Society (ACS)**, won highest honors as an “**Outstanding**” student chapter for the 2016-17 academic school year. In addition, the club was recognized for its activities in Green Chemistry for 2016-17 and will receive the **Green Chemistry Award** from the ACS, which is the world’s largest scientific society (over 1,000 clubs are registered with the ACS). The ACS honored 52 chapters with “Outstanding,” 114 with “Commendable,” and 139 with “Honorable Mention.” Only 56 chapters were honored with the “Green Chemistry” award.

Accounting. The Business department organized and hosted a one-day accounting conference on March 30. More than 50 students attended the conference and heard from 17 professionals, primarily from the Big 4 CPA firms who presented to students and provided one-on-one coaching. Board Chair Barry Snell was the keynote speaker. There are plans to expand this event in future years.

Scholars. The Scholars program continues to deliver and make major contributions to SMC’s strong transfer record with a high acceptance rate to UCLA and other universities. In fall 2017, **231 Scholars students were certified for UCLA and 205 were admitted**. The Scholars program has also engaged in purposeful activities to contribute to SMC’s Student Equity plan goals. There has been an increase in program participation since the Scholars program was included in SSSP efforts—from 890 students in fall

2014 to 1,268 students in fall 2016. The program has engaged in intentional recruitment efforts to diversify the student population that participates. For example, 75 percent of the students in the program were first-generation college students as of spring 2016. There has been a focus on recruiting Latino/a/x and African American students. Efforts have been made to work collaboratively with the African American Collegiate Center and the Latino Center to address some of the cultural nuances regarding education particularly for these students. These efforts were increased dramatically with the inclusion of SSSP funding, which has allowed the program leaders to provide presentations to special populations at their program orientations. In addition, recruitment efforts include workshops and presentations to local high schools, VIP Welcome Day, Super Saturday events, and Counseling 20 classes.

Athletics

Strategic Highlights. Santa Monica College has had a lot to celebrate in both athletic and academic success. The mission of the Santa Monica College's Athletics Department is to provide the opportunity for student athletes to achieve personal excellence in both academics and athletics. 105 student athletes were recognized as "Scholar Athletes".

The Athletic Department's core values and principles are founded upon sportsmanship, fair play, following the rules, respect for the opponent, ethical conduct and academic success. The purpose of the Athletic Department is an educational one. Every student athlete should be academically competitive with adequate evidence of intellectual, social, and behavioral capacity to matriculate to a four-year institution.

Men's Soccer. SMC Men's Soccer had a historic 2017 season—most wins (14), fewest losses (four), first playoff win at Rio Hondo, and **the first time being ranked #8 in the country** (the team had a narrow 2-1 defeat on the road to the #1 team, Cerritos College). Oscar Palacios, Danny Hernandez, Andy Naidu, and Carlos Rincon were named to WSC First Team All-Conference. Ruben Soria, Cesar Oliva, and Rudi Ibrahim were named to WSC Second Team All-Conference. Carlos Rincon was named Offensive MVP of the team and signed a letter of intent to play soccer at UCLA. Oscar Palacios was named All Southern Region, All-State, and MVP of the Team. Chris Negrete signed a letter of intent to play at Marymount College. Head Coach Tim Pierce was named Western State Conference (WSC) Coach of the Year.

Track & Field. Another very successful season: Jordan Herrera won the conference championship in the men's 100 meters and 200 meters. He was also an integral member of the 4 x 100 meter relay and 4 x 400 meter relay. Freshman sensation Dajone Averett won the conference championship in the 110 High Hurdles and was a member of the 4x100 meter relay. Chimechi Oparanozie won the conference championship in the shot put and took fifth place in the discus. Women's track Freshman Maria Freij won the 800 meter event at the Southern California Championships in a dominating fashion with a personal best time of 2:14.38. 11 athletes competed in the state championships at Bakersfield College. Maria Freij competed in the 800 meter and finished in second place. Chimechi Oparanozie finished second in the shot put. Maria and Chimechi finished second to the number one ranked competitors in the state.

Softball 2018. In the 2018 season the Santa Monica softball team held a record of 8-21, finishing in seventh place out of nine teams in conference play. The team saw a 6-win increase and finished one place higher in the standings than in 2017. Both Taylor Liebesmen and Nicole Valdez finished with all conference honorable mention honors and Emma Soto finished as one of the finalists for SMC Women's Player of the Year. Collectively, the team finished with a batting average of .306 and an on base percentage of .389, significantly higher than in previous years. Ashley Sasso and Kylie Hernandez received academic scholarships to Bradley University and University of Redlands and will be attending this fall.

Football. Four student-athletes were selected as National Northern All-Conference players. Chris Wein was a unanimous first team selection. Chimechi Oparanozie, Christoph Hirota, and Tyree Fryar were all named second team All-Conference. Chris Wein, Honorable Mention All-State. Tomio Doi, Gabe Berkovich and D’Akibba Wallace were awarded Southern California Football Association Scholar Athletes (3.0 GPAs with 36 transferable units). Chance Nelson (2016, 2017) agreed to a Preferred Walk-on roster spot at Utah State University (NCAA D1 FBS).

The following athletes signed scholarships to four-year institutions: Chris Wein (2015, 2017)—Harding University (NCAA DII); Chris Packard (2016, 2017)—Sterling College (NAIA); Tyree Fryar (2017)—Chadron State College (NCAA DII); Marvin Williams (2017)—Chadron State College (NCAA DII); Riku Kitamura (2015, 2017)—Chadron State College (NCAA DII); Richard Harbor III (2017)—Chadron State College (NCAA DII); Shaquan Stridiron (2016, 2017)—Kentucky Christian University (NAIA).

Women’s Soccer. SMC Women’s Soccer had a historic 2017 season. Accomplishments included the **first time winning the Western State Conference**, first time going undefeated in conference, and ending the season nationally ranked at #18 in the country for Division III Junior Colleges. Daysi Serrano, Filipa Struxjo, Emma Romero, and Marisa Moore were selected first team All-Conference. Antoinette Saldana, Jacqueline Montepeque, Chloe Glueck, and Joscelyn Diaz were selected second team All-Conference. Amber King and Paulina Salas were selected Honorable Mention All-Conference. Head Coach Aaron Benditson was named 2017 Western State Conference Coach of the Year.

Cross Country (XC). Highlights from the cross country team included the following: Men’s XC finished 3rd at Conference, twelfth at Regionals, and fourteenth at State and Women’s XC finished seventh at Conference, and sixteenth at Regionals. Cesar Gatete, Dominick Carter were named to the Western State Conference (WSC) First Team; Nico Hays, Nanako Takahashi, Jessica Robert to the WSC Second Team; and Eric Barron was named WSC Men’s Cross Country Coach of the Year.

Men’s Volleyball. Men’s volleyball finished **third in the most competitive conference** in the state. Andrew Dalmada and Hunter Douglas earned All-Conference honors.

Men’s Water Polo. Men’s water polo finished the season 18-12—the best record since 2002. Eli Graves set the single season school record (dating back to 2009) for Assists (62) and Steals (162) and the career record for Steals (162). Eli Graves and Musashi Saito were selected First Team—All Conference. Quinn Godfredsen and Isai Elias were selected Second Team—All Conference.

Women’s Swimming. This small but talented team finished seventh out of 10 teams, defeating teams with more swimmers. Also, Shayna Simmer was selected as an All-American in the 200 Individual Medley, 400 Individual Medley, and was a state qualifier.

Men’s Swimming and Diving. The team **finished as conference runner-up** for the second straight year. After placing second behind Ventura by almost 200 points last season, SMC finished 29.5 points behind Cuesta College in a close finish that came down to the last relay. Colin Casey was named WSC Swimmer of the Year and Brian Eskridge was named WSC Co-Coach of the Year. The team had seven individuals and all five relays qualify for the State Championships and finished in eighth place as a team. SMC was the only school to have two divers place in the top eight on both the 1-meter and 3-meter diving boards.

Conference Champions in the 400 Medley Relay were Brian Mcateer, Martin Berggren, Colin Casey, and Matt Holt); Alex Watson in 1 Meter Diving and also in 3 Meter Diving; Colin Casey in 100 Butterfly, also 200 Butterfly, and also 100 Backstroke; Martin Berggren in 100 Breaststroke; and Brian Mcateer in 200 Breaststroke.

STUDENT SERVICES

Transfer

For the **27th straight year, SMC sent more students to the University of California than did any other two- or four-year institution in 2016-17.** The total number of SMC transfers to the UC was 1,196, slightly up from last year. SMC also retained its number one status in sending the highest number of African American and Latino/a/x students to the UC system. SMC continues to be the **largest feeder to UCLA**, and the **number one Southern California transfer college to UC Berkeley**, the two flagship campuses of the UC system. In 2016-17, SMC was the 11th largest feeder to the CSU system, sending 1,081 students.

SMC also held its longstanding **number one record for transfers to the University of Southern California and Loyola Marymount University.**

SMC continues to **transfer more students to Columbia University** than any other college west of the Mississippi.

The **LMU Transfer Pathway Program** continues to grow and flourish with seven participants in year one, 15 participants in year two, and 25 participants in year three.

Crisis Prevention Team (CPT)

During a winter retreat the **Crisis Prevention Team decided on a new meeting structure**, so that all student cases get discussed by “core” members weekly rather than bi-weekly. This change was made in response to the increased number and severity of cases being reported. The team also adopted **four principles to guide its work:**

- Ensure campus safety
- Maintain an effective learning environment
- Ensure the welfare of the student
- Respect the student’s legal rights

Additionally, the **Crisis Prevention Team is changing its name to the “Care and Prevention Team.”** New logo and marketing materials are being developed and will be released in the fall.

New Student Orientation

An **Online Orientation Workgroup** was formed in fall 2016 and has continued to meet through spring 2018. The workgroup hopes to **launch a new online orientation program in summer 2018.**

VIP Welcome Day—VIP Welcome Day 2017 was another successful event with an **estimated 4,000 new students and their families** in attendance. VIP Welcome Day 2018 is currently in the planning stages and will get a “facelift” of sorts. Registration will occur in the Core Performance plaza area, the opening ceremony will occur in the Pavilion, and a more robust parent component is being added to the line-up of events.

Pico Promise

The effective management of the Pico Promise program by 50 percent project manager Audrey Sandoval continues to meet and exceed the expectations of the City of Santa Monica. Program highlights include:

- Establishing a new partnership with Community Corporation of Santa Monica for outreach, recruitment, and direct referrals.
- A pending MOU with Family Services of Santa Monica for 2018-19 for mental health workshops and individual therapy.
- A new program Instagram page.

Veterans Resource Center

The Veterans Resource Center is under new interim leadership given the retirement of longtime faculty leader Linda Sinclair in fall 2017. **Elaine Morton**, the new VRC faculty leader, is doing an outstanding job (and recently completed the six year program review report).

The VRC received **\$63,285 from the Chancellor’s Office** in an effort to support the expansion of community college Veterans Resource Centers across the state. These funds will primarily support new computers for the Center and tutoring services.

The VRC recently signed an agreement with the Department of Veterans Affairs (VA) that will give SMC student veterans access to a **VetSuccess on Campus (VSOC) counselor**, who will assist with counseling and support services to help veterans succeed in college and transition to careers in the civilian workforce. SMC will share a VSOC counselor with UCLA, and is one of only 13 community colleges in California to have this service.

New Counseling Partnership between SMC and Samohi

As a result of last year’s “Counselor to Counselor” meeting between SMC and Samohi, SMC adjunct counselor Aimee Lem was hired to work 15 hours per week at Samohi with a cohort of 200+ students identified as likely to enroll at SMC. An intrusive/proactive counseling model was used to help these students navigate enrollment, identify a major, complete a one-semester educational plan, and connect with an SMC special program. This pilot program also featured five “**Experience SMC**” field trips, which allowed 75 seniors to visit SMC’s Center for Media and Design, the Performing Arts Campus, Bundy, and Main Campus. Lunch and college swag was also provided.

Black Collegians/Latino Center

The Black Collegians program had a site visit from the Executive Director of the **Statewide Umoja Community**, who found the level of support from the campus, the amount of staffing, and the extensive programming that the program offers highly impressive.

The **Black Collegians program** also took pride in the fact that two Black Collegians student leaders served as the **Student Trustee** and the **A.S. Director of Budget Management**.

Both programs piloted **“Math Therapy”** for students in an effort to break down psychological barriers related to math while simultaneously giving them direct time to work on math problems.

The Black Collegians program also **piloted early orientation sessions for high school students** during a two-week period that coincided with the spring breaks for LAUSD and Santa Monica-Malibu School Districts. This yielded early admission to 53 students during that time frame.

The **Latino Center/Adelante Program** was able to **secure funding from the SMC Foundation for three years** to have institutional access to **48 Student Success online workshops called Student Lingo**. These workshops are available to any student, parent, faculty, staff and administrator and are available 24 hours a day, seven days a week.

Both programs had hundreds of students accepted at the following colleges and universities: University of California campuses including UCLA, UC Berkeley, UCI, UC Davis, and UCSB; various CSUs; and many private and out-of-state colleges and universities including Columbia, Pepperdine, LMU, USC, Bard, Ohio University, West Coast University, and Azusa Pacific University.

Career Services Center

For two weeks in November, the Career Services Center (CSC) once again hosted the **Cool Careers Speakers Program**. This year’s program featured 21 industry panels with approximately **1,030 student participants**. The following areas were featured: Fashion, Healthcare, STEM, ECE, Business, Photography, Journalism, Graphic Design, Interior Design, Entertainment Technology, Psychology, History, Linguistics, Counseling, Sports & Athletics, Broadcasting, Cosmetology, Entertainment (Acting), Administration of Justice, Wellness, and Medical Careers with Crimson Apple.

A very successful **Job Fair** was held on May 8 with **68 employers in attendance**, with some employers receiving as many as 200 applications. Employers present included sought-after entities such as Whole Foods Market, Los Angeles World Airports, and Tesla. Other participants included the California Science Center, the J. Paul Getty Trust, and LAUSD.

The annual **Internship Fair** held on May 22 drew **75 employers** looking for interns and volunteers. Employment areas included: Accounting and Finance, Administrative, Advocacy, Animal Welfare, Arts, Children/Childcare/Youth, Communications, Computers, Customer Service, Dance, Digital Media, Disaster Relief, Education, Teaching, Tutoring, Engineering, Entertainment Environmental, Events, Fashion/Retail, Film, Fitness, Fundraising, Graphic Design, Government, Healthcare, Hospitality, Interior Design, Insurance, Law, Public Policy, Mediation, Logistics, Marketing/Advertising, Music, Nursing, Photography, Psychology, Recreation/Sports, Sales & Marketing, Sciences, Social media, Social Welfare, and Videography.

The **Applied and Service Learning Program** connected **over 200 students** to experiential opportunities in the greater Southern California area, representing **over 2,800 hours of service**.

As a result of the First Year Inquiry Team of the Guided Pathway/Student Redesign effort, this summer **the CSC began piloting a new program to expose students earlier to career counseling and information**. A career counselor presented to each Counseling 20 section, including a PowerPoint for the online classes. A variety of exercises were provided in the classroom, and then each student was required to make an individual appointment with a career counselor. This is front loading career counseling at its finest, and the CSC staff is excited to see the impact this will have on the students.

The Career Services Center developed and launched **an online version of Counseling 12**.

Center for Wellness and Wellbeing

A new director has been hired to oversee both the Center for Wellness and Wellbeing (formerly Psychological Services) and Student Health Services. The Center for Wellness and Wellbeing has collaborated with other departments on campus (including Health Services and the Crisis Prevention Team) to increase mental health awareness activities in the form of education and outreach, as well as increase direct services to students. Some of these new initiatives include:

- **A New 2-year Mental Health Grant through the Chancellor's Office** with the goal of increasing community partnerships, as well as increasing early identification of mental health issues, and promoting education and awareness. The Center also continued to utilize funds from its existing 3-year **Suicide Prevention Grant through SAMSHA**, which will wrap up in September 2018.
- **24/7 Emotional Support Line**. The Center for Wellness and Wellbeing now has a new 24/7 emotional support line that acts as an extension of the center. Clinicians answering the phones provide thorough risk assessments, and can connect students to community resources. Wellness staff receive daily reports about each contact, which then allows them the ability to provide follow up services.
- **Workshops**. In order to reach the broader campus community, provide prevention and early intervention services, Wellness staff provided **over 40 psychosocial education workshops** annually with the assistance of community-based partnerships.
- **Eating Disorder Symposium**. Eating disorders have the highest mortality rate of any mental illness, and early detection is essential. In May, a full day symposium was provided with valuable information to our campus community on how to identify, treat, and refer students with eating disorders on campus.
- **Active Minds Student Club. Peer Educators** (a previous student group funded through the suicide prevention grant) transitioned to a nation-wide campus student-led group whose goal is to reduce mental health stigma and bring awareness to suicide risk through peer psychosocial education, and provide risk reduction tools and resources.
- **Suicide Awareness Activities for Mental Health Month in May**. Active Minds coordinated **"Send Silence Packing"**, a nationally recognized traveling exhibition of donated backpacks representing college students lost to suicide each year. The program is designed to raise awareness about the

incidence and impact of suicide, connect students to needed mental health resources, and inspire action for suicide prevention. Backpacks were displayed in a high-traffic area of campus—the campus quad—giving a visual representation of the scope of the problem and the number of victims. Additionally, the suicide prevention grant funded **The S Word**, a powerful, recently released documentary on suicide survivors, followed by a panel of experts and the director of the film.

The Health Services Center

The Health Services Center continues to provide SMC students with a wide array of health services including enhanced medical services for students with acute illnesses, nutritional counseling by a registered dietician, and health education workshops and fairs. The Health Center partners with a number of community agencies to bring specialized services to campus such as gynecological exams and HIV testing. The Center records **over 15,000 student contacts** annually and engages in a variety of activities to meet student's needs:

- **Community Partnerships.** The Health Center works closely with a variety of partners to meet students' healthcare needs. These partners include: Westside Family Health Center, the UCLA Venice Family Clinic, Common Ground, Jewish Family Service of Los Angeles, the American Red Cross, and the UCLA Blood Donor Center.
- **Mental Health Screening.** In an effort to reach more students in a preventative way, the Center for Wellness and Wellbeing and Health Services will be collaborating to bridge the gap for students who need both services. Starting in summer 2018, nursing staff and the nurse practitioner will be screening students for anxiety and depression using brief screening tools. Students who score positive on these screening tools will be linked with on-campus and community based resources to get the help they need.
- **Workshops.** Health Services has worked to increase student workshops and now partners with community agencies to cover issues around MediCal enrollment and new trends in substance abuse. These are in addition to the regularly scheduled workshops on a variety of sexual health related topics.
- **Health and Wellness Fair in March.** Health Services partnered with over 40 community agencies to host a successful fair in March with a holistic focus this year on physical and mental health.
- **Counseling 20.** Healthcare staff continue to attend Counseling 20 classes each year to give students an overview of important health-related topics.
- **International Student Insurance.** The new director is working closely with representatives from Relation insurance to increase needed culturally appropriate services as well as to streamline care for international students.

Disabled Student Program and Services (DSPS)

Disabled Student Program and Services served over 1,800 students in 2017-18. DSPS is divided into seven different program areas: Counseling, High Tech Training Center (HTC), Alt Media, Learning Disability (LD) Program, Acquired Brain Injury Program/Pathfinders, Deaf and Hard of Hearing Program, and ADA/504 Compliance. DSPS proctors over 2,000 tests per semester and utilizes overflow space during mid-terms

and finals to accommodate students. The HTC and LD Program also proctor and assist students taking their exams. The HTC proctored almost 300 exams for both the spring 2018 and fall 2017 semesters. DSPS also provides such additional services as note takers, adaptive furniture, priority registration, real-time captioning, sign language interpreters, and alternative media.

In the **High Tech Center**, over 150 students requested alternate media during 2017-18. Students utilized all 20 of the Echo Pens available as well as the 25 digital recorders on a loan basis throughout the year. The HTC loans iPads and Surface Pro Tablets, which help DSPS students learn assistive technology and facilitates greater independence. The HTC also offers computer classes to help students prepare for their academic classes and learn more about assistive technology.

DSPS continues to provide training and consultation regarding accommodations, universal design, 504/508 compliance, and disability awareness to academic departments. In 2017-18, DSPS provided in-service training for Media Studies/Communication, Dance, Music, Counseling, Veterans Resource Center, and Counseling 20 instructors. In addition, the Administrative Regulation pertaining to students with disabilities was updated and approved by the Student Affairs Committee. DSPS counselors provided educational education plans, accommodations, academic, career, and personal counseling.

The **Learning Disability Program** currently has 608 active students. In 2017-18, 57 psychoeducational evaluations were completed accessing students to support services. The LD Program offers individual tutoring and seven sections of Education Assistance classes, which provides students with study, reading, math, writing, memory, and note taking strategies.

The **Acquired Brain Injury (ABI)** program provides individual support and specialized classes to those students who have identified a history of traumatic injury, stroke, or brain tumor. During the 2017-18 year, ABI staff conducted two short noncredit courses, designed to provide students with feedback on academic readiness. This course assists students with planning their academic pathway and improves success in returning to the college setting following an injury.

ABI staff also completed several community outreach visits in 2017-18, in order to increase enrollment for the **Emeritus Pathfinders** program. These maintenance classes continue to provide much needed support for older students who require a safe, supportive environment to practice skills post-stroke or ABI. In addition, a large mailing campaign informed professionals within the health care community of these unique classes.

The lead ABI specialist has been involved in the **Santa Monica Regional Consortium for Adult Education** to provide input and planning for noncredit classes, to be offered to DSPS students. These classes can support our students with disabilities for a successful transition to for-credit coursework and/or to provide basic skills training to improve employability.

EOPS/CARE

- EOPS/CARE served 1,044 students during the 2017-18 academic year.
- 120 AB540 (undocumented) students were served by the program.

- 92 percent of participants were in good academic standing, with 100 percent of participants having an educational plan completed by a counselor.
- EOPS/CARE disbursed approximately \$192,520 in financial assistance in the form of textbook vouchers and meal vouchers.
- 172 EOPS/CARE participants graduated or transferred in spring 2018.
- CARE served 40 participants, providing approximately \$48,500 in student aid to participants for transportation, meals, childcare, and other educational expenses.
- EOPS/CARE offered mental health counseling through support from Student Equity.

CalWORKs

- CalWORKs served 178 participants in 2017-18.
- The program provided over \$48,000 in child care financial assistance.
- The program provided on-campus work-study placements for nine participants, providing \$32,000 in subsidized employment.
- 9 participants are graduating with a certificate or degree in Spring 2018.

Campus and Alumni Relations

The Office of Campus and Alumni Relations placed **Dale Ride Scholarship** award recipients in internships that include: Senator Dianne Feinstein's Office, Congresswoman Nanette Barragan, Congressman Ted Lieu, Congressman Adam Schiff, the U.S. Department of Education, and the Embassy of Jamaica in Washington D.C. The \$400,000 donation earmarked for the Dale Ride Scholarship provided funding for this year's interns making it possible to again send six students. Generous alumni donations also sponsored the 2018 Dale Ride Reception.

The **President's Ambassadors** program continues to thrive, with 29 Ambassadors this year. The ambassadors role in supporting the College's retention and completion goals was again visible, beginning at VIP Welcome Day as they greeted and congratulated new students on their choice to attend SMC and impressing upon them that they are all Future Alumni and therefore on a trajectory to succeed. The President's Ambassadors then called 366 of our newest future alumni two weeks into the semester to follow up on meeting them at VIP Welcome Day in the Alumni Lounge and to invite them to the Future Alumni Kickback & Student Life Resource FAIR (Fall Activities, Information, and Resources) which had over 200 students and alumni in attendance. Throughout the year President's Ambassadors collectively completed over 1,835 hours of service in the community.

With the success of the President's Ambassador program, the Office of Campus and Alumni Relations again collaborated with Counseling, Transfer Center, Enrollment, Outreach and Community Relations to identify ways that the Ambassador program can expand to best support the College retention and completion goals, as well as supplement outreach and enrollment efforts. A student ambassador training series was developed and made available to all students, as well as a standalone three-hour ambassador workshop on the core principles of being an ambassador at Santa Monica College, and the Alumni Ambassadors group began initially recruiting 17 alumni applicants. By expanding student services

leadership training through the Ambassador program, a culture of peer-to-peer support is being developed while engaging alumni who demonstrate student success, as well as increasing the number of ambassadors available and prepared to assist with outreach and intake calls for enrollment.

SMC Alumni also once again participated in this year's Cool Careers panel, and return to participate on a transfer panel in collaboration with the Future Alumni Club and the Associated Students to provide their time to meet and mentor Future Alumni about the transfer experience. Alumni were also present at a variety of events including SMC's sixth annual "**SMC Everywhere**" transfer celebration and VIP Welcome Day. This year's annual Homecoming continues to evolve. Community members were invited to enjoy the student club booths. Campus departments collaborated to welcome community members, alumni, and current faculty, staff, and future alumni. Next year's Homecoming plans for alumni to return are already underway.

ENROLLMENT DEVELOPMENT

In May 2018, the first publicly accessible update on enrollment—the [Strategic Enrollment Management Plan 2016-2020](#)—was released in a written report and presentation to the Board of Trustees. Traditionally, given the competitive nature of enrollment, plans have been kept in functional offices. The unprecedented ongoing enrollment challenges have created a new focus on enrollment strategies and college-wide education and engagement is important. To that end, the SEM Plan update was released in a condensed fashion, with details still available in functional areas.

Student Support and Success Program

California's SB 1456 Student Success Act of 2012 requires all students with an education goal of degree, transfer, or certificate to go through the matriculation process (college orientation, assessment testing, educational planning, and counseling) to design a program of courses that meets their educational goals. Enrollment Development has designed and implemented a variety of support services for students pursuant to Title IV SSSP guidelines to help students define and work toward realistic and achievable goals. Enrollment Development provides these resources for its first year programs:

- Online Orientation
- Early Alert System
- Student Handbook and Planner
- SMC SSSP Plan (formally known as Student Matriculation Plan)

New Student Online Orientation. In keeping with the tenets of the Student Success Support Program, it is recognized that orientation is a necessary student experience that in many ways delivers resources to student success. The Orientation process provides students with the essential information to make a smooth transition to their college experience at SMC. Orientation, albeit delivered as an online service, informs students about the wide range of services and support the College offers, including academic counseling to help sort out educational and career goals, health and psychological services, financial aid and scholarships, tutoring services, as well as support programs for students with special needs. Each year, more than 20,000 students and prospective students complete the Online Orientation.

During the 2017-18 academic year, SSSP funding afforded the redesign of the online orientation, planned

for a June launch. To ensure student equity, access and ease of use, the new product combines video, audio, graphics, and written text to engage our new students in orientation content. SMC students will be featured in videos and photos for each content segment, of which there are five. Upon completion of orientation, the orientation enrollment hold is automatically removed and students will receive information needed to complete the enrollment process.

Early Alert Program. California Ed Code and Matriculation Regulations “...ensure that the academic progress of students is regularly monitored to detect early signs of difficulty and students are provided with advice and referral to specialized services or curriculum offerings where necessary.” For each alert, instructors were able to identify one or more areas of concern (e.g. poor attendance or missing assignments) and to recommend that the student obtain counseling or attend a workshop. During the 2017-18 academic year, 3,103 unduplicated student early alerts were issued and 410 students were referred to counseling.

Summer 2017	197
Fall 2017	1,437
Winter 2018	167
Spring 2018	1,412

SMC Student Handbook and Planner. The student planner is produced annually and distributed primarily to incoming students. Approximately 11,000 planners were given out during the 2017-18 academic year. These were distributed at VIP Welcome Day, at the Welcome Center, in Counseling 20 classes, in special counseling programs, and to First Year Experience students.

Student Success and Support Program (SSSP) Plan. The purpose of the credit Student Success and Support Program Plan is to outline and document how the college will provide SSSP services to credit and noncredit students. The goal of this program is to increase student access and success by providing students with core SSSP services to assist them in achieving their educational and career goals. In an effort to reduce equity gaps and increase student access and success, a cadre of faculty, administrators and other staff created an Integrated College Plan. The 2016-17 SSSP/Equity/BSI Plan was submitted to the Chancellor’s Office in December 2017.

Outreach and Recruitment

The Office of Outreach and Recruitment focuses on recruitment and counseling as well as introducing SMC programs, services and resources to prospective and new students. As the first entry to the college, the counselors serve as a bridge between SMC and local high schools, middle schools, community agencies, and out-of-state students to ensure a smooth transition to SMC.

Admitted Students’ Day. This program is designed to host high school admitted students at SMC to take Math and English/ESL assessments, a guided campus tour, and have an education planning session. The program ran daily from mid-January through March. The program timeline accommodates the enrollment cycle and thereby support students’ efforts toward gaining priority enrollment. Students have a hands-on experience of navigating Corsair Connect and MyEdPlan, thereby creating an abbreviated education plan. Financial Aid workshops were offered at the respective high schools, with high priority to high schools that participated in the ASD program. In spring 2018, 29 schools and 828 students participated in the program. A goal to redesign the ASD program around the common assessment was halted as the Common

Assessment Project was disbanded by the Chancellor's Office.

Super Saturday. This one-day “catch-all” event allows high school seniors who intend to enroll at SMC for the summer/fall 2018 terms but have not yet completed their assessment tests or created an educational plan to do so outside of traditional assessment and counseling service hours. The event also provides students an opportunity to learn about additional support services and apply directly to select campus programs, including First Year Experience, Scholars, Adelante, Black Collegians, SMC/UCLA Science Research Initiative, and Educational Opportunity Program & Services (EOPS). The goal is to increase the number of students who enroll for summer and/or fall terms and provide students access to support programs in hopes of improving retention and persistence. By connecting seniors to these support programs earlier (prior to high school graduation), it is likely to reduce summer melt and attrition due to lack of connectedness to the SMC campus community. At its inception, the target number of student participants was 200. The Super Saturday event has proven quite successful, yielding both high student participation and subsequent enrollments ranging from 66 percent to 84 percent.

<i>Date</i>	<i>Attending</i>	<i>Enrolled</i>	<i>Yield</i>
April 30, 2016	399	263	66 percent
April 1, 2017	338	277	82 percent
May 20, 2017	276	233	84 percent
March 31, 2018	304	217	71 percent
May 5, 2018	293	199	68 percent

Enrollment Sprints. Paralleling the very successful Super Saturday events hosted by the Outreach and Recruitment Office, Enrollment Services hosted an Enrollment Sprint event on Saturday, February 3, 2018—two Saturdays before the start of spring—in collaboration with the Assessment Center, Outreach and Recruitment, the Welcome Center, and Financial Aid. The main goal of the event was to provide “just in time” admissions, assessment, enrollment, counseling, and financial aid services to students attending. Education planning and enrollment assistance workshops were also held to guide students in course selection and enrollment. A total of 170 unduplicated students were checked in, often accompanied by parents and other family members. A significant number of students (46 percent) were in need of multiple services. In fact, many students shared their appreciation with SMC for opening our doors on this Saturday and having these services in one location. Counseling services were used by 60 percent of attendees followed by Assessment (42 percent), and Financial Aid (27 percent).

Counseling	102
Assessment Test	72
Financial Aid	46
Group Counseling	33
Admissions	9
Campus Tour	8
One Service	92
Two Services	57
Three Services	21
Total Enrollment Sprint Attendees	170

High School Counselor Appreciation Day. High School Counselor Day (HSCD) program was designed to bridge relationships between high school counselors and SMC. This program is offered each year, in fall semester and approximately 40 to 60 counselors representing Los Angeles area feeder schools participate. The program structure allows for the showcasing of SMC academic departments and student services programs and offer a forum to address issues or concerns that may impede student equity, access, or success to their higher education pursuits. All attendees receive a copy of the High School Counselor Guide to SMC. In fall 2017 approximately 50 counselors attended the event. High school principals and school district leaders will be invited to attend future HSCD programs.

Parent Engagement. “Parent presence” is a visible part of the prospective student’s profile and is paramount to the decision process related to their achieving a post-secondary education. Establishing an ongoing system of communication with parents is ever important as we interface with prospective and new students. The Outreach and Recruitment staff is fully aware of the parents’ role and has established a parent engagement committee. The goal of the Parent Outreach Committee is to inventory how SMC, specifically the Outreach & Recruitment Office can connect with the “Parent Community” of the SMC prospective students. The committee aims to grow the college’s efforts in connecting with the “Parent Community”, to set a supportive and informative connection with our SMC students’ families. During the spring 2018 Super Saturday events, a full parent agenda was prepared to engage the parents while their students completed matriculation steps. Special attention to parents allowed us to query and address concerns about their student attending college. The parent presentation was delivered in English and Spanish.

Community Outreach. Objective 8 of the SMC Master Plan states, “**Develop and implement innovative strategies designed to reach new markets and remove enrollment barriers to meet enrollment targets.**” This disposition, along with the declining high school population in California and across the nation, lend impetus to the outreach and recruitment effort of expanding our reach beyond high school students. During 2017, adult centers, continuation schools, community centers, and low-income homeless centers were added to each Outreach and Recruitment counselor’s portfolio.

- **Adult School.** This is a public education program offering free to low-cost classes for adults 18 and older. Adult schools most commonly offer courses and programs covering ESL, U.S. citizenship, career education, high school, and GED exam preparation. Olympic Adult School and Culver City Adult School have actively guided students to SMC. Culver City Adult School participated in the Admitted Students Day program. A workshop series was presented to Olympic Adult School resulting in 16 enrollments for 2017.
- **Continuation School.** This is an alternative high school diploma program for students who are 16 years of age or older, have not graduated from high school, are still required to attend school, and who are at risk of not graduating. Students also receive guidance and career counseling. Continuation schools have been integrated into the outreach and recruitment strategy. Redondo Shores Continuation School participated in the Admitted Students Day program.
- **Community Centers.** These are public locations where members of a community can gather for group activities, social support, public information, and other purposes. Partnerships have been forged with Pico Promise, Boys and Girls Club, Santa Monica Library, and Ocean Park Community Center. The partnership with the Boys and Girls Club continues to strengthen and conversations are underway regarding developing a formal partnership with this organization.

- **Low Income Homeless Centers.** These programs are for people who are homeless or who have low or no income and need assistance with living expenses. Realizing the needs that plague this population, outreach was limited to centers located fairly close to the college. Low income homeless centers include the following; Chrysalis, OPCC Safe Haven Cloverfield Services Center, Family Services of Santa Monica, Harvest Home, Salvation Army Westwood Transitional Village, Family Services of Santa Monica, St Joseph Center Homeless Services and Meals and Good Seed Shelter-Transition Age Youth, Samoshel OPCC, Jenesse Center. Thus far, initial contact has been established with program and branch directors to discuss potential partnerships. While this is a valiant effort on the part of SMC, satisfying basic survival needs is first and foremost for this group. With that said, one counselor hosted two SMC Information sessions for Chrysalis, which resulted in some interest and one enrollment for spring 2018.

SMC Connect Webinars. This webinar series is designed to disseminate information to prospective and committed out-of-state students. Live online and targeted presentations allow for expansive outreach, and provide greater and quicker follow-up for this population of students. Participating viewers can address the relocation needs of out-of-state students, submit questions and comments, and will be able to revisit select sessions on YouTube. Topics included housing, transfer counseling, assessment and enrollment, residency, and financial aid. Financial aid and residency webinars were recorded and sent out via YouTube. Overall, the YouTube videos have received over 70 cumulative views from fall 2017 to present.

Out-of-State Reception. The out-of-state reception (formerly an orientation) is combined with and begins at the conclusion of the VIP Day. Light snacks and drink are served and welcome gifts given. Participating students have the opportunity to engage with other out-of-state students and intermingle with Outreach and Recruitment counselors to gain information specific to their transition and relocation needs. More than 60 students and parents attended the fall 2018 out-of-state reception.

High School Scholarships. Each year SMC awards scholarships to high school students who have committed to attend the college. From its origin, the process for identifying, recommending and selection of awardees had relied heavily on the high school counselors. The entire high school scholarship process was automated in academic year 2016-17 to parallel that of the overall SMC scholarship process. Using technology to expedite the scholarship application and awarding process has proven quite effective. In spring 2018, a total of \$82,400 was awarded to 72 incoming students.

Welcome Center

The Welcome Center counselors assist first-time SMC students on a first-come, first-serve basis as they transition to college. The Center supports students in a nurturing and welcoming environment. Students may also sign up for a group counseling session, during which the new student packet is reviewed. Topics include enrollment, navigating and understanding Corsair Connect, time management, and information on other special programs and tutoring services. The Center offers assistance with:

- Applying to SMC
- Choosing and enrolling in classes
- Educational and career planning

- Navigating corsair connect
- Completing orientation
- Understanding financial aid
- Referrals to campus resources

According to Tableau, there were **9,986 counseling visits from summer 2017 through winter 2018.**

First Year Experience

In addition to new student onboarding at the Welcome Center, the First Year Experience Program (FYE) assists first year students with their first year of college. As an FYE participant, students receive priority enrollment, educational planning, career services at the Center, and the opportunity to connect with other special programs. College Hacks is a newly designed one-day orientation that aligns career industries and academic pathways.

Assessment Center

The Assessment Center was an active participant in the Common Assessment Initiative until its end, fall 2017. Assembly Bill 705 was introduced into legislation and signed by the Governor on October 13, 2017 as an effort to maximize the potential for students to complete transfer level courses within a one-year time frame.

The Assessment Center supervisor, the English, ESL, and Mathematics department chairs, and the Institutional Research Office worked collaboratively to implement the requirements of AB 705, including expanding cutoff scores on multiple measures. The English and Mathematics department have streamlined course sequences and improved their curriculum leading to more students placing directly into college-level courses.

As for multiple measures, Institutional Research evaluated the transfer level multiple measure process for English and math. Data from the last two years shows an increase in pass rates at the transfer level. English course completions increased by 3.8 percent in English 1, from 33.4 percent in 2015-16 to 37.2 percent in 2016-17. Transfer level math course completions increased by 1.2 percent, from 10.9 percent in 2015-16 to 12.1 percent in 2016-17.

Enrollment Services and SSSP

Despite being down ten full-time positions for most of the academic year, Admissions & Records served nearly 44,000 walk-ins; processed over 1,000 petitions for special consideration and grade appeals; over 2,500 manual enrollment verifications; over 12,000 incoming transcripts; and answered over 10,000 emails from students.

Paralleling the very successful Super Saturday events hosted by Outreach and Recruitment, Enrollment Services hosted an Enrollment Sprint event on Saturday, February 3, 2018—two Saturdays before the start of spring—in collaboration with the Assessment Center, Outreach and Recruitment, the Welcome Center, and Financial Aid. The goal of the event was to provide “just in time” admissions, assessment, enrollment, counseling, and financial aid services to students attending. Education planning and enrollment assistance workshops were also held to guide students in course selection and enrollment. A total of 170 students

were checked in, often accompanied by parents and other family members. Nearly half of the participants (46 percent) required assistance from multiple services, including Admissions, Assessment, Counseling, and Financial Aid. Counseling services were used by 60 percent of attendees followed by Assessment (42 percent), and Financial Aid (27 percent). Attendees also participated in enrollment workshops where staff members assisted them with the completion of student education plans and course enrollment. Many students shared their appreciation for SMC opening its doors on this Saturday and for having the needed services in one location. Given their success, two Enrollment Sprints are planned over the summer.

In collaboration with MIS, Admissions & Records fully implemented **CCCApply**, the California Community Colleges admission application. The local implementation required a full redesign of the admission process workflow and of many WebISIS programs. Admissions & Records also updated its application and admission communication plan as a result of the implementation. Over 54,000 applications were submitted in the first year of operation, and approximately 86 percent of students reported being satisfied with the application and the application process.

The **SMCGO app** was successfully implemented and deployed on the App Store and Google Play. Over 14,000 users have downloaded the app. Many features are available, including a mobile version of the Schedule of Classes (the most popular feature), a campus tour, campus maps (outdoor/indoor), events and student success workshops, social media, modules for academics, admissions and enrollment, Ask SMC, athletics, dining, employee directory, Library, student life, student services, transit, etc. Special modules are launched at the time of enrollment (Enrollment Guide), as a major term starts (Welcome to SMC Guide), and graduation (Commencement Guide). Other seasonal modules are being considered for events such as VIP Welcome Day and the Career Fair. SMCGO was designed with content for two personas: current student and prospective student. Students are also sent push notifications on select enrollment-related deadlines via the app. Plans are in the works to incorporate student directory and affinity information to enable select program leaders to send notifications to students in their programs via the app.

Now in its third year, **Ask SMC**, an intelligent agent Q&A search engine available on the SMC website is responsible for answering 371,151 questions in the previous year. Content for Ask SMC is created and updated on an ongoing basis by Enrollment Services, Counseling, and Marketing. An average of 1,009 questions are submitted daily. Additionally, students submitted several hundred personalized questions through Ask SMC, necessitating an individual response from staff.

Now in its fourth year, the **Admissions & Records Auto-Award Initiative** has resulted in a total of 5,674 degrees and certificates being awarded, including 2,019 in 2017-18, a record-breaking year. Overall, the auto-awarded degrees and certificates have accounted for 30 percent of awards granted in the previous four years.

MyEdPlan continues to serve Santa Monica College counselor and student needs. Between May 2014 when first launched, and through mid-May 2018, over 150,000 education plans have been created with this tool. According to research described in the Strategic Enrollment Management Plan, 65.5 percent of students who complete an educational plan using MyEdPlan by the end of their initial term persisted and re-enrolled in the subsequent fall term. Students with a counselor-approved educational plan persisted at higher rates (68.2 percent) than those without counselor-approved plans (54.6 percent).

Financial Aid and Scholarships

- **Total number of 2017-18 Federal Aid Applicants: 39,592** (as of June 1, 2018)
Total number of 2016-17 Federal Aid Applications: 40,064 (as of May 31, 2017)
Total number of 2015-16 Federal Aid Applicants: 42,448 (as of June 7, 2016)
- **Total number of 2017-18 California Promise Fee Waiver Recipients: 29,970** (as of June 1, 2018)
Total number of 2016-17 BOG Fee Waiver Recipients: 22,282 (as of May 25, 2017)
Total number of 2015-16 BOG Fee Waiver Recipients: 21,331 (as of May 25, 2016)
- **Total number of 2017-18 Pell Grant Recipients: 7,733** (\$27,318,895 as of June 1, 2018)
Total number of 2016-17 Pell Grant Recipients: 7,829 (\$26, 225,495 as of May 25, 2017)
Total number of 2015-16 Pell Grant Recipients: 8,318 (\$28,058,625 as of June 7, 2016)
- **Total Financial Aid “Paid” for 2017-18: \$35,839,738** (as of June 1, 2018)
Total Financial Aid “Paid” for 2016-17: \$49,423,889 (as of May 31, 2017)
Total Financial Aid “Paid” for 2015-16: \$50,798,392 (as of June 7, 2016)
- **Percentage of 2017-18 SMC students receiving financial assistance: 58 percent*** (23,582 students as of June 1, 2018)
Percentage of 2016-17 SMC students receiving financial assistance: 47.80 percent (22,282 students as of May 31, 2017)*
Percentage of 2015-16 SMC students receiving financial assistance: 49.45 percent (21,481 students as of May 23, 2016)*
- **Total amount of Santa Monica College Foundation Scholarships awarded for 2017-18: \$606,484** to over 500 students.
- Despite the decrease in student headcount, the increase in financial assistance is primarily due to the addition of the Completion Grant, the Full-Time Student Success Grant, and the one-time emergency loan funds.

International Education

The International Admissions program at Santa Monica College strives to provide prospective students with clear and simple information about special admissions requirements for F-1 status students. The admissions team supports F-1 students throughout the admissions process, serving as the first official contact point for new students, and also provides basic information about college programs and services that students may access once they are admitted. By providing a straightforward admissions process and easy access to the college for qualified students, the admissions team supports the college mission of “supporting students in achieving their educational goals.”

While SMC still holds the number two spot among community colleges nationally for F-1 students, International Admissions has seen a steady decline in both applications and number of students admitted, which can be attributed to the strength of the dollar, which makes education in the U.S. much more expensive for students coming from countries with weaker currencies. This can also be attributed to current policies, which make it more difficult for students to obtain visas, and to policies such as the travel ban that make prospective students feel that the U.S. is not friendly to foreigners, and does not support their internship goals in particular. International students are beginning to choose other countries for

their study abroad, such as Australia, Canada, the UK, and New Zealand.

In an effort to improve admission numbers, the department has aggressively incentivized overseas partners for marketing SMC and referring students to the college. Additionally, the department has started marketing an online certificate program for students who want to begin their studies at SMC while they are in high school, or while they wait for visa approval to come to the U.S. in person; as well as, promoting a package program of specific classes in which students can enroll before they arrive on campus. This appeals to new students who want to know what to expect when they arrive on campus. Early application numbers show the positive reaction to these changes and at least a 25 percent increase in applications from agents for the fall 2018 semester is anticipated.

Global Citizenship 2017-18

Study Abroad

South Africa. Due to low enrollment, the trip to South Africa was cancelled. The next offering to South Africa is planned for winter 2019. Marketing for the program will begin much earlier, in May 2018, with an emphasis on reaching out to students in English 21 and English 1 classes who may wish to plan to take English 2 in the winter term on the South Africa trip.

Latin America. Due to low enrollment, the trip to Latin America for the summer 2018 term was cancelled.

Field Studies Abroad continue to be a popular option over spring break for SMC students. This year featured “**Exploring Venice: Art, Music, and Culture in La Serenissima**” led by Professors Shanon Zusman and Francesca Kemitch and “**Explore the Magic of Buenos Aires, Argentina**” led by Professors Brandon Lewis and Lourdes Arevalo.

Global Citizenship Grants for Faculty

Meghan Chandler (Art) moderated a panel entitled “Identity/Politics: Artists, Scholars, and Activists in Conversation with the SMC Community”.

Walter Meyer (Art History) hosted a screening of the film, *Revolution: Art for a New World*.

Janet Harclerode (ESL) hosted Dr. Robert Williams for a presentation of his work documenting Uncunwee, an endangered language spoken in Sudan.

Delphine Broccard (Communications) hosted poet Denice Frohman whose work spotlights the intersection of race, gender, and sexuality.

Hari Vishwanadha (English) brought author Nushin Arbabzabah and poet Victoria Chang to SMC.

Carol Davis (English) hosted “Fighting for International Human Rights through the US Courts” featuring Catherine Sweetser, director of the International Human Rights Clinic, UCI School of Law.

Catherine Miller (ECE) brought Rikke Rosengren, Director of Børneøen Bonsai forest kindergarten in Charlottenlund, Denmark to speak about the philosophy behind Danish outdoor early education.

Jennifer Hsieh (Physical Science) with the assistance of students of the SMC STEM Club hosted a STEM Family Festival with science demonstrations and activities for children from elementary to high school age.

Lisa Moss (Career Services) coordinated the 2018 Career Services Center Annual Internship Fair themed “Take the Leap”. A diverse group of employers were on site to meet with students to offer internships and volunteer opportunities in a variety of fields including overseas locations.

Other Global Citizenship highlights included **International Education Week** in November with an International Day coordinated by the **Associated Students and the Annual Global Citizenship Research Symposium** which had 23 submissions with the President’s Award given to the short film, “**Here to Stay**”, written and directed by the student team of Samira Khabbazzadeh-Rashti, Hesham Jarmakani, Justin Winick, and Leonardo Garoli. In October Delphine Broccard (Communications) represented SMC at “Teaching about Global Conflict and Peacebuilding” a conference hosted by Northern Virginia Community College.

EXECUTIVE VICE PRESIDENT

GRANTS

Santa Monica College’s Grants Office worked with the college community and its partners, including the Santa Monica College Foundation, to submit 26 grant requests valued at more than \$11.5 million in support of the college’s Mission, Institutional Learning Outcomes, and Strategic Priorities. Of these awards, 15 (57.7 percent) were funded, totaling **more than \$5 million in new money** for the college, with **\$1.8 million to support the 2017-18 academic year directly**.

The most significant of these awards in both size and scope was a \$2 million Award for Innovation from the California Department of Finance. Although also reported in the 2016-17 Annual Report, this award was given to support the redesign of the student experience using guided pathways during the 2017-20 academic years. These funds will also develop technological tools to support students as they progress through these pathways.

Other significant grant awards in support of the 2017-18 year include:

- SMC received its **third Upward Bound grant** from the U.S. Department of Education’s TRIO Program in the last 10 years. This four-year award will allow SMC to provide direct on-site assistance to low-income, potential first generation college students attending Venice Senior High School, Dr. Maya Angelou Community High School, and Ouchi High School. This funding cycle marks the first time that SMC will serve Dr. Maya Angelou Community High School and Ouchi High School. Through Upward Bound, students, families, and teachers will receive assistance from SMC as they plan and prepare for postsecondary education.
- The U.S. Department of Education granted SMC a new award from the **Child Care Access Means Parents in School Program**. This is the college’s second award from this program in the last decade and will provide more than \$250,000 annually in childcare assistance to low-income students.
- SMC successfully converted its **Z-degree (Zero Textbook Cost Degree) planning grant** from the California Community Colleges Chancellor’s Office into an implementation grant to develop Z-degrees in Early Childhood Education and Computer Programming. Through this award, faculty

teaching both major courses and relevant general education courses will adapt open educational resources to provide students with a minimum of two zero cost textbook degree options.

- SMC's Film Program received its first ever fellowship grant from the **Hollywood Foreign Press Association** to fund student film projects in Film 33, Directing the Short Film class.
- Downtown Santa Monica awarded a \$10,000 grant through the **Dolphin Change Program** to provide housing and food assistance to students in the Guardian Scholars Program. Funding for this program is generated through the money that residents, tourists, and other visitors throw into the dolphin fountains in downtown Santa Monica. The program was set up in 1993 to give the community an opportunity to help the homeless without giving money directly to panhandlers. The money collected goes to non-profit agencies that provide assistance to the homeless.
- Lastly, the Grants Office worked with the International Education Center and Academic Affairs to successfully apply for **three national awards that recognize SMC's efforts to internationalize the college community** by 1) globalizing the curriculum; 2) promoting education abroad; 3) offering professional development to faculty and staff; and 4) integrating international students in college life. These awards include the **Senator Paul Simon Award for Campus Internationalization (through NAFSA)**, the **Andrew Heiskell Award** (through the Institute for International Education), and the **eAward for Export (of education) from the U.S. Department of Commerce**.

INSTITUTIONAL RESEARCH

The Office of Institutional Research (IR) supports the mission and the goals of the college by generating accurate, relevant, and timely information to support the assessment and planning programs, services, grants, and college-wide initiatives. 2017-18 marked an active and productive academic year for IR. At date of publication, the office responded to 215 requests for data and research assistance. The following describes the highlights of the IR office for 2017-18:

- The IR office continued to expand online data dashboards using Tableau (data visualization software), increasing access to student and course data for campus practitioners, increased detail to the Fiscal Dashboard, and new metrics for the College Infrastructure Dashboard.
- The IR office partnered with The Center for Teaching Excellence and Workforce and Economic Development to create the Data Coaching Pilot Program. The aim of the program is to build the data capacity of the college by providing faculty intensive training to find information about labor market; student demographic; and degree certificate, and pathway completion.
- The IR office's research analysts served as a resource to the college by joining critical committees such as the Redesign of the Student Experience/Guided Pathways and Noncredit.
- The IR office administered 36 **campus-wide or all-employee surveys**. Highlights of these large surveys include the 2017 Student Transportation Survey, Emeritus Public Survey, Where Students Get Information about SMC, CSEA Negotiations Survey, and College Employee Satisfaction Survey.

INFORMATION TECHNOLOGY

Information Technology proved to be a resilient department as it adapted to changes in leadership, staffing, and organization while continuing to advance a number of technology initiatives. Highlights for 2017-18 include:

- Marc Drescher hired as the new Chief Director, Information Technology in August 2017.
- The Director of Networks Services, Logistics Manager and Manager of Media Services positions were absorbed as a result of incumbents taking the Supplemental Employee Retirement Plan.
- Corie Querubin hired as a new Programmer/Analyst.
- Telecommunications renamed to Technical Support Services, in order to better reflect the services IT offers.
- Media Services joined IT and is now part of Technical Support Services.
- The Faculty/Staff Resource Lab now reports to Technical Support Services and continues to provide technology training and support to the SMC community.
- Planning for a new Student Information System (SIS) is underway. A SIS Steering Committee was formed to begin the process of selecting a commercially available system to replace WebSIS.
- Information Technology will begin the process of developing a comprehensive Master Plan for Technology, in fall 2018.
- The Open Educational Resources (OER) project was completed to inform students of classes using freely accessible or low-cost textbooks.
- Banner Financial Aid upgrade from version 8 to 9 is in progress and scheduled to be completed by the year's end.
- A number of enhancements were added to WebSIS/Corsair Connect including "Swap a Class", Class Schedule and "Faculty Office Hours".
- Centralized IT support requests to ITHelp@smc.edu and a new Help Desk / ticketing system was launched.
- Wireless printing for students and a new Pay for Print system were deployed.
- Migrated Health Services Clinix MD to Cloud based Chart Logic health provider services.
- Office 365 app deployment and integration with campus faculty and staff accounts.
- Campus-wide access control and video surveillance project is nearing completion.
- Simplified district-wide wireless network connectivity.
- Monitor security threats and ensure security systems are up to date.
- Installation of approximately 200 new replacement computers in support of the continuing implementation of SMC's Technology Equipment Replacement Plan.
- Continued campus-wide fiber-optic upgrades.

- Set up and deployed the network data center and phone systems for the newly reopened Center for Media Design.
- Installed network and computers for the STEM Program's new student computer lab.
- Successfully maintained and supported student computing facilities and computerized classrooms, covering a total of 1,400 computer workstations, throughout five campuses with maximized coverage hours.
- Upgraded Pico1510 lab to Windows 10 operating system. Upgraded Basic Skills labs computers with the current model Dell computers as part of TERP.
- Maintained critical campus-wide software agreements enabling SMC usage of Microsoft Office, Windows, Adobe Creative Suite, McAfee anti-virus, and department specific software tools.

BUSINESS AND ADMINISTRATION

Audits. The 2016-17 audit was performed by the District's external independent auditors Vavrinek, Trine Day & Co. LLP (VTD). VTD issued an unmodified opinion on the District's 2016-17 financial statements, and for the **eleventh consecutive year** the audit did not contain any financial findings. The District also received an unmodified opinion on its Federal Single Audit, a separate audit required to be performed on Federal grants. Additionally, both the financial and performance audits for the Proposition 39 construction bond program received unmodified opinions from the auditors.

Budget. The District closed 2016-17 with a **general fund balance of \$21,371,774 or 12.38 percent**. To maximize revenue the District "borrowed" 2,065.19 credit FTES from summer 2017 to be counted in the 2016-17 apportionment calculation, generating additional revenue of \$10.24 million. For 2017-18, the District received 1.56 percent increase in COLA (\$1,587,030) and an increase in ongoing base funding of \$2.96 million. The District was also allocated a 0.5 percent increase in access/growth funding but due to the prior year borrowing of FTES and a continued decline in enrollment the District will not capture this additional funding. The District, like most community colleges throughout the state, continues to experience a softening in enrollment and is expected to end the 2017-18 year having served 19,896.61 credit FTES, a reduction of <609.36> credit FTES from the prior year and is in "Stabilization". As of the 2018-19 tentative budget, adopted June 5, 2018, the projected ending balance for 2017-18 is \$23.95 million or 13.20 percent and the ending balance for 2018-19 is projected to be \$26.51 million or 14.70 percent of expenditures and transfers. In 2018-19 the State will be implementing a new performance-based funding formula which will grant funding based more so on student equity and student success metrics than on the number of full-time equivalent students served, which is how the current formula works. At the time this report was compiled, the District was awaiting details from the Chancellor's Office on how this new formula will affect District funding in 2018-19 and beyond.

General Obligation Bonds. In April 2018, the District issued the **first issuance of Measure V related bonds totaling \$180 million**. The average payback ratio for the bonds was 1.77 to 1.00. At the same time, the District refinanced \$69.36 million in existing bonds to take advantage of the lower interest rates available in the municipal market. The refinancing will save the property owners of the District more than \$1.96 million over the life of the bonds. For the sale, the District improved its financial ratings from Standard and Poor's Financial Services Co. to AA+ and maintained its Aa2 rating from Moody's Investor Services.

The financial advisor for the District on this bond sale was KNN Public Finance. Underwriters were RBC

Capital Markets and Ramirez and Co. Ann La Morena Rohlin, Norton Rose Fulbright, served as the District's bond counsel.

Real Estate Purchase. In April 2018, the District closed escrow on the **purchase of the Ricky's Taco property**, located at 1530 Pico Boulevard. The purchase price was **\$4.8 million**.

Education Enterprise. The emphasis in 2017-18 was on consolidating staff responsibilities after the retirement of four staff members, assuming responsibility for Reprographics, and leading the process to select and implement two important new systems for the District: **Bank Mobile**, a new ID/Financial Aid distribution card; and **iParq**, a License Plate Recognition/Parking Permit Sales/Citations Management system (LPR) that will give the District stronger controls for parking management.

The new ID card for students and staff will enable the quick and efficient distribution of financial aid, refunds and loans to students. The card will incorporate the TAP function, which will give SMC Students and staff easy access to the Big Blue Bus and Metro. Other functions will be added after the system becomes fully functioning. This is expected to go live in August 2018.

The LPR will enable SMC Police to scan license plates, which will automatically determine whether a parked car has paid the proper fees. Parking permits will be virtual, and multiple license plates can be registered. All of this will be done online, thereby reducing duplicative manual processes. It will give the District much better control over parking, as well as opening up new pricing and management options. This system is expected to be fully implemented by Fall 2019.

We have substantially increased our food programs, as evidenced by the amount of food distributed each week: more than 2,000 pounds, through the Corsair Farmer's Market and the Food Gallies.

A new SMC shuttle (CNG) went into service in Fall 2017. We expanded SMC shuttle service to provide service to the CMD.

Another focus of Education Enterprise has been cultivating SMC's relationship with the Big Blue Bus. As a result, Big Blue Bus has agreed to provide new service to the campus, between PAC and Main Campus. This will enable the redeployment of shuttles to improve service to other areas of the College. The Big Blue Bus also provided shuttle service for the opening of the CMD campus.

The Campus store introduced price comparisons on the website, as well as a price matching program. It is also working with various publishers and faculty to develop an all-electronic-access option for course materials that could substantially lower the cost to students. We expect to pilot this program Fall 2018.

Reprographics successfully managed the installation of new equipment at CMD, and has regrouped after the retirement of two key employees. The Xerox system continues to function well, and we replaced the on-site technician to improve service and response time. We are exploring ways to modernize the pay-for-print function, leveraging the new student ID card, and replacing the coin-operated copier mechanisms.

FACILITIES

2017-18 was a busy and fruitful year for SMC's facilities department, with key projects completed and other milestones and accomplishments reached for projects in the planning phase. Here are some highlights:

Core Performance Center Certified LEED Platinum. SMC's new physical education facility, the Core Performance Center was awarded **LEED Platinum** certification by the **US Green Building Council (USGBC)**. This is the highest-level of certification offered by the USGBC. The CPC was one of just four buildings in the '**New Construction**' category in **Santa Monica** to earn the distinction, and is SMC's first to be LEED Platinum-certified.

Projects Completed This Year. The **Renovation of the Existing Corsair Gym (The Health, PE, Fitness, and Dance project, Phase II)** was completed in December 2017, which includes the new Fitness classroom and exercise gym in the basement, and a treatment room and team locker rooms on the first floor.

The **Connection to the Central Plant** project connects the Core Performance Center, the Library, the Science Building, Humanities and Social Sciences, Business, and Student Services to the new Central Plant chilled water system and provides various upgrades to the buildings' mechanical systems to increase energy efficiency and user comfort. The project was completed in August 2017.

Projects in Construction. The construction for the **Center for Media & Design** continues. The parking garage, the new academic building, and the renovation of the existing academic building was completed in December 2017 and is now occupied by the college. The KCRW studio is still under construction and will be completed in summer 2018.

The **Student Services** project started in June 2016 and includes a 500-space underground parking structure and a three-story 111,000 square foot building intended to consolidate all of the student services functions to the front of the campus on Pico Boulevard. The building features a 300-seat orientation hall. The underground parking garage and the structural frame of the building are completed, and the contractor is working on the mechanical, electrical and plumbing systems, the site work, and the façade of the building. It is estimated that the building will be substantially complete in February 2019.

The **Santa Monica Early Childhood Lab School** received approval from the **Division of the State Architect (DSA)** and the **California Coastal Commission in late 2017**. A groundbreaking ceremony was held in March 2018, and the SMC Board of Trustees awarded the construction contract to the Nazerian Group in April 2018. Construction is scheduled to commence mid-June 2018.

Projects Approved for State Funding. Included in the adopted State budget for 2017-18 is funding for the **Mathematics and Science Building Addition**. The first phase of the project is funded at \$2.6 million, total State funding is a little over \$40 million. The District will contribute an additional \$80 million for the project from Measure V funds (the total budget of the project is an estimated \$125 million). Preliminary plans estimate the project to include 110,991 gross square feet of classrooms, laboratories, and offices. The design process started in summer 2017, and the project is scheduled for submission to DSA for review in August 2018.

Projects in the Approval Process. The lease for the **Malibu Campus** with the **County of Los Angeles** was signed in fall 2017. The existing building sewer line realignment project was awarded to Master Contracting in May 2018. The work includes connecting the existing building to the City of Malibu sewage system. The Malibu Campus project is currently under DSA review with that work expected to be completed in July 2018. Construction is scheduled to start in October 2018.

The state approved the Final Project Proposal (FPP) for the **Art Complex Replacement** in March 2018, and it is anticipated that the college will receive funding and start the design phase in 2019-20.

Measure V Joint Use and Partnership Projects in Planning. The Santa Monica-Malibu Unified School District is actively designing a replacement **John Adams Middle School Auditorium** and related music program facilities. Santa Monica College has been a full participant in the architect's study meetings as to program specifications, uses, and site plans.

Potential SMC users for a proposed **Outdoor Amphitheater** on the SMC main campus have begun developing specifications for the project. SMC continues to actively work with **Shakespeare Center of Los Angeles** on a parallel track to coordinate the project with a proposed summer program of public performances, with an underlying mission of employing veterans and of empowering youth. Key partners of the project also began to meet with **Gehry Partners, LLP** on the concept design of the amphitheater.

Master Planning. Work has also commenced on a campus Facilities Master Plan Update and will continue into the 2018-19 fiscal year. This plan will include the preliminary planning for several new bond projects approved by the voters in November 2016 as part of Measure V.

MAINTENANCE

The Maintenance Department worked on a number of projects during 2017-18, including exterior painting projects for Cayton Center, Student Services, Admissions and Interior painting of Drescher Hall stairwell. Additional projects included replacing flooring in Drescher Hall stairwells, relining two main sewer lines and replacing heat pumps at the Math Complex. Some of these projects will be completed in 2018-19. Facilities completed a major lighting retrofit project using Proposition 39 funds to convert the fluorescent lighting fixtures in ten buildings to LED fixtures. The Maintenance Department received additional trainings on a building management system to aid in monitoring campus air-conditioning needs and making of appropriate adjustments.

The Grounds Department continued its sustainable horticultural path by converting green waste collected from locations all over SMC to mulch. Another sustainable practice is the **worm garden**, which uses food waste and other organic matter left from our cafeteria to produce nutrient rich organic soil which, along with the mulch, is used on flower beds throughout the college's campuses. This practice reduces water evaporation, promotes healthy soil, and deters weed growth. Grounds continued its maintenance program on planter beds throughout the main campus by adding drought resistant plants and changing the irrigation systems from spray nozzle heads to drip systems. Almost all of the green waste produced at the college is placed into large bins and is delivered to composting centers instead of landfills. This waste diversion helps reduce methane gases from landfills. These practices will be continued this year along with new drought tolerant landscape projects.

The Operations Department also had a busy year, assisting with the move of staff and equipment into the new Center for Media and Design, while performing dozens of weekly event setups and responding to emergency cleaning conditions as required. Efforts continue to enhance custodial efficiency. New equipment was purchased to maximize cleaning efficiency and training was performed to ensure its proper use. Operations identified buildings in which cleaning can be performed during the day and afternoon shifts. This allows for even distribution of work between the three shifts and identifies cleaning opportunities, helping staff better serve the college.

HUMAN RESOURCES

Human Resources Team Management. In the 2017-18 academic year, the Office of Human Resources (HR) focused on providing service to constituents, growth and development of all employees, and looking for exciting methods to engage the SMC community. This year, HR emphasized the need for effective interconnectedness between the various departments. Cross-departmental team building was done through the various workshops and trainings facilitated by HR such as the **Leadership Academy, 2017-18 Management Series**, and the **Administrative Assistant Work Group**. HR enhanced the overall commitment to service by standardizing our office hours of operation, facilitating a climate survey, and by continually renewing our commitment to student success.

HR continues to be proud to offer all employee groups training and support in areas such as management and leadership development, information technology development for classified employees, contract interpretation for supervisors, and ongoing Title 5 and Title IX training.

HR facilitated trainings and workshops for employees represented in various departments, and takes great pride in improving the skills, knowledge, and awareness of the members of the District and the California Community College system.

Human Resources Operations. The Office of Human Resources meets regularly to assess workflow, processes, and program development. HR is looking for new ways to improve the recruitment, selection, and onboarding process. HR has met with vendors to work on updating the applicant tracking system currently in place in an effort to provide our applicants and screening committee members with an enhanced experience. HR staff processed a total of **93 new classified, management, and faculty members**, and **209 adjunct faculty rehires and new hires**. HR processed hundreds of new and rehired temporary and non-merit employees, and built and managed 1,242 assignments in the HR data system (HRS) for student workers.

HR staff continues to be involved in the **Business Enhancement System Transformation (BEST) Project**. Members of our staff have been primary contributors to the implementation of a new Los Angeles County Office of Education (LACOE) system. SMC HR was able to provide input on the reporting requirements for the system, and specific customizations, forms usage, and on the overall process workflow design.

Recruitment. HR initiated recruitments and conducted hiring orientations for a total of 16 academic hiring committees. As of June 1, 2018, twenty academic personnel offers have been made (multiples hired for some positions). HR was thus able to advertise in 28 publications, totaling 93 published postings. At the request of HR, faculty members assisted with the recruitment efforts by updating the language in our hiring brochures, providing outreach to discipline specific groups, and by providing prioritized list of advertisers that focused on the areas of expertise for a particular recruitment. As a result of the recruitment efforts, the applicant pools are diverse and inclusive. HR relentlessly searches for ways to improve in this area including the addition of an equity statement in all academic job announcements, and updated our hiring orientation processes.

Staffing. The personnel in HR was down three full-time equivalent employees for most of the 2017-18 year, including the retirement of the Vice President of Human Resources and the resignation of the Benefits Coordinator. There was a major transition in HR with the vice president and dean positions being filled on an interim basis and the transformation of responsibilities that came with the enhanced roles. The new leadership in HR has worked hard to advance processes and build a culture that is service

oriented, equitable, and transparent. Despite the deficiencies in staffing, HR was able to work efficiently and collaboratively to meet expectations, goals, and obligations of the District. The management in HR is working hard to support the staff as we navigate the difficult times.

Evaluations. The faculty evaluation process, as outlined in the collective bargaining agreement, continues to be a complex process. HR conducts multiple trainings and a high level of support to all parties involved. Resources developed to assist with the implementation continue to be valuable to the process. The completion rate of faculty probationary evaluations has been 100 percent in compliance with the use of the resources. HR also worked in collaboration with a sub-committee of the negotiations team of faculty and management to develop an evaluation instrument for coaches. It is scheduled for implementation in fall 2018. HR is also working with the Classified and Management groups to develop the evaluation process.

Unlawful Discrimination and Title IX. With perpetual changes to State and Federal laws, SMC continued to engage in proactive change and update processes to stay in compliance, and to maintain a safe educational environment. This year HR received a total of 40 Title 5–Unlawful Discrimination, Title IX–Sexual Misconduct, and Workplace Violence and Bullying cases.

In an effort to prevent and protect against unlawful discrimination, sexual harassment, and sexual misconduct the following are some of the significant changes implemented, and current practices reviewed and updated by HR:

- Updated and revised Title 5 and Title IX related policies to comply with California Community Colleges standards;
- Reviewed communication and revised complaint processes for workplace violence and bullying complaints;
- Facilitated expanded professional development and awareness opportunities for all stakeholders of SMC through comprehensive training and updated literature;
- Revised the Title IX website now known as Sexual Violence Response and Prevention;
- Provided advanced-level training on unlawful discrimination, sexual harassment, sexual misconduct (such as unconscious bias and micro aggressions and the investigations of complaints) to SMC faculty and staff;
- Established annual sexual assault awareness through a resolution presented and supported by the Board of Trustees;
- Implemented online Title IX training for students and employees;
- Continued specialized training series for students known as the “Beyond Sex Toolbox Series.” This series focuses on Title 5 and Title IX identified issues by analyzing student evaluations and types of complaints received;
- Provided HR representation on President’s Task force. Recommendations to be presented to the President for a designated space related to gender and social justice issues;

- Ensured new Title IX Deputies were trained to provide information on Title IX for the campus community.

SMC's HR is a leader in the prevention and awareness of unlawful discrimination, sexual misconduct and sexual harassment. Professional development, awareness to students, faculty and staff, and timely responses to unlawful discrimination, sexual harassment, and sexual misconduct is a top priority. It is very important that HR continues to focus on effective protective measures to help ensure the safety of our students, faculty, and staff. SMC HR is also engaged with other California community colleges around the State to explore and engage best practices.

Additionally, HR worked with the Office of Student Affairs and the Santa Monica College Campus Police to secure onetime funding from the California State Chancellor's Office in the amount of \$41,981. The funding is to develop polices to address complaints alleging sexual harassment including sexual violence. The money allocated must be spent by 2020.

Management Training. HR has made it a priority to provide management training to the SMC classified and academic managers. The training was to facilitate improved labor and employee relations. Sessions for the 2017-18 Management Training Series included the following:

- Sexual Harassment: Policy and Prevention-Assembly Bill 1825 (AB1825)
- Change is inevitable: Tools to Understanding the stages of Change Intelligence
- Navigating Through our SMC Administrative Processes–For Managers; By Managers
- Introducing an Inclusive Workplace! Protect yourself and the college against Unlawful Discrimination & Harassment
- Student Affairs is in the HOUSE!–Learn about Student Initiative and Student Success
- Performance Management and Progressive Intervention-For Classified and Faculty
- Get To Know the "ROLES/RULES" of the Merit System in the Hiring and Classification Process for Classified and Learn the Nuts and Bolts of the Hiring Process for Faculty Members

HR is particularly proud that through offerings of both live and on-line training to our academic and classified management Team, the District is in 100 percent Compliance for our **AB1825 Sexual Harassment: Policy and Prevention Training mandate.**

Academic Professional Development Committee. The Academic Senate Professional Development Committee (PDC), with support from HR staff, facilitated **50 workshops for faculty members** during the fall 2017 and spring 2018 Professional Development Days. Workshops focused on subjects relevant to equity, student services and non-credit curriculum. Over 2,000 employees attended the sessions. Special Guest, Kimberly Papillon, Esq., provided an all-day workshop on the Neuroscience of Decision Making at the fall 2017 Institutional Professional Development Day and President Dr. Kathryn E. Jeffery was the keynote speaker for the spring 2018 event.

The Academic Senate Professional Development Committee also approved 70 funding requests for faculty professional development activities, amounting to approximately \$75,000 in funding.

Classified Professional Development Committee. In collaboration with SMC's Community Education Department, SMC was able to provide the very first "Technology Series". The series provided a number of professional development sessions that aligned with improving employee technological skillsets. The first wave of sessions included four sessions of Excel; topics included introduction of spreadsheets, formatting

spreadsheets, formulas, working with numbers, functions, modifying, sorting, and filtering. The second series focused on Google Docs; topics included introduction to Google Docs, desktop sync, document management, google sheets, formulas & functions, and creating/modifying google forms. The final series was on Photoshop; topics included, introduction to Photoshop, photo applications, picture selections, adjustments, layers, skin retouching, masking, basic portrait, resolution, output formats, and printing. All series were determined by survey results from Classified professionals.

In collaboration with the Equity Steering Committee, and as a part of the SMC Institutional Brown Bag Series, a session on “Equity Speaks: The Role of Classified in Driving Equity Forward” took place on April 6, 2018. Twenty-two classified professionals attended. Another great collaboration with the Center for Wellness and Wellbeing facilitated a session on “Threat Assessment”, which took place on September 22, 2018. 33 Classified professionals attended.

Other Professional Development Opportunities. Through the web-based training system, SafeColleges, HR offers training to all new hires on discrimination in the workplace, Title IX–sexual misconduct, workplace bullying, mandated reporting, and cyber security. The District Planning Committee on Technology were also assigned cybersecurity training to committee members (54 assigned), and the SMC police officers were assigned the AB1825 session (nine assigned).

In support of our collaborative efforts with the Administrative Assistant Network Team, HR brainstormed topics that were important and relevant to the day-to-day responsibilities of the SMC Administrative Assistant. HR worked with the team to provide valuable resources and information for our College’s Administrative Assistant network, campus-wide in the following areas:

- Personnel Commission (Administrative Assistant Functionalities) – 19 attendees
- Payroll (Nuts and Bolts of Payroll-Adjunct, Faculty, Classified, Admin – 13 attendees
- Purchasing (Department Protocols) – 17 attendees / 2nd session – 19 attendees
- Human Resources (Customer Service) – 12 attendees
- Fiscal Services/Accounts Payable (Budgets, PBARS, CCSER Forms, Conferences) – 19 attendees
- Financial Aid (Processing of Student Workers) – 15 attendees

Additional District Trainings for Students. HR has teamed up with members of the Student Affairs Office to facilitate activities with the **SMC Male Diversity Group**. The group, comprised of classified, confidential, faculty and management personnel, provides resources to SMC students of color. HR has contributed to the training session titled “Dress for Success”. The trainings take a multi-dimensional approach to what it means to dress for success offering strategies and tips on how to best prepare students and introduce them to the employment application process, interview process, and promote a strong sense of self.

Benefits. In addition to the annual benefits-related events and processes, such as open enrollment, new hire processing, and monthly projects and reports, the HR benefits team continues to work with our voluntary benefits providers to deliver workshops to our employees related to work/life balance. The benefits team coordinated with Schools First Federal Credit Union to offer retirement workshops to increase employees’ knowledge and participation in our voluntary 403b and 457b plans. The benefits

team hosted and scheduled CalPERS and CalSTRS retirement planning workshops to help prepare our employees for the retirement process. The Benefits team worked with Kaiser Permanente to host wellness workshops with topics on healthy eating and care giving. Because the District hosted these workshops, we have received an award from Kaiser Permanente in 2017 recognizing our contributions to creating a healthy workplace. The Benefits team will continue to work with Kaiser Permanente to create walking trails, and to host additional workshops.

Additionally, for the open enrollment period, the benefits team published and mailed out a newsletter to all benefits-eligible full-time faculty and staff. Benefits orientations were facilitated, and health enrollment paperwork was processed for all employees that are benefits eligible. The District continues to partner with our third-party vendor, Navigate HCR, to provide 1095-c statements annually as mandated by law. HR will continue to monitor any proposed changes to the Affordable Care Act to ensure that we are complying with the requirements mandated by the federal government. The District-wide Benefits Committee has begun its review of cost saving measures for the health benefit plans for all eligible employees. The HR benefits team will continue to act as resources for the committee and provide support as needed.

The HR benefits teams is participating in the implementation of the BEST Project-Human Capital Management (HCM) system with Los Angeles County of Education (LACOE) through providing input in the “fit-gap” sessions and the initial configuration of the new system.

Leaves. HR has continued to work with the SMC staff and faculty on the leaves, accommodations, and the paid time off process. HR effectively provides an understanding of the leave provisions in the contracts and any applicable state and federal laws. Additionally, HR provides guidance and support to the SMC administrators and managers. During the 2017 fall semester, the District and Faculty Association established a MOU to change Article 17.9.4, which allows full-time faculty to use a combination of sick leave and overload banked hours for family leave. The use of sick leave is capped at 12 weeks. The Office of Human Resources works with employee unions consistently to answer any questions related to the District’s interpretation and application of the leave sections in the contracts and resolve any issues that occurs. Examples of group trainings were the Faculty New Hire Orientation (08/22/17), Faculty Retirement and Benefits Conference (10/13/17), and NS2 Operations Employees (05/09/18).

Leadership Academy. HR completed the first SMC Leadership Academy. The Leadership Academy was funded by a new grant from the **California Community Colleges Chancellor’s Office, Department of Institutional Effectiveness Partnership Initiative**. SMC was awarded \$50,000 to develop a leadership program. There were a total of seven workshops conducted. The last workshop for the Leadership Academy was held in December of 2018. The following workshops were conducted:

<i>Date</i>	<i>Presenter</i>	<i>Topic</i>
03/31/17	Dr. Kevin Trutna, Pres. Feather River College	DiSC Profile Analysis
04/07/17	Laura Shulkind, Liebert Cassidy Whitmore	Silos vs Collaboration
04/28/17	Kimberly Papillon, Esq.	Neuroscience of Decision Making
05/12/17	Dr. Thomas Brown, Thomas Brown & Assoc.	Communication
10/13/17	Dr. Darroch ‘Rocky’ Young, Ret., Former Chancellor	Strategic Thinking
11/03/17	Dr. Calvin Bonds, Burgeon Consulting	Conflict Resolution
12/01/17	Dr. Helen Benjamin, Ret., Former Chancellor	Inclusion

A final meeting of the Leadership Academy was held on June 8, 2018 as a wrap-up and graduation for the cohort. An analysis of the workshop evaluations received shows that attendees rated six of the seven workshops between 98.6 percent and 90.2 percent, and the seventh, the most technical, at 77.7 percent; and the overall average rating at 92.8 percent. Many attendees have requested that the Leadership Academy be continued.

Supplemental Retirement Program (SRP). SMC implemented an early retirement incentive program through Public Agency Retirement Services (PARS) during the 2017 fall semester for full-time faculty, classified employees, confidential employees, classified manager and academic administrators. HR played the primary role in the implementation of the SRP. HR provided the employee census information to PARS, worked in collaboration with PARS on SRP facilitation, and processed the retiree health benefits. A HR representative was present for all the group workshops conducted by PARS to answer employee questions related benefits and employment. There were 78 employees who retired from the District as a result of the SRP.

CAMPUS POLICE

Santa Monica College has concentrated on emergency management training and support to our campus community. This year every employee received an updated **Faculty and Staff 911 Emergency Guide**, and the Santa Monica College Emergency Procedures booklet. The updated and revised joint **Hazard Mitigation Plan** for Santa Monica College and the Santa Monica-Malibu Unified School District was also presented to both governing boards, who approved the plan unanimously. The SMC Police Department (SMCPD) also worked to improve the readiness of the staff and emergency responders with a joint exercise during the “Great California Shake-out.” Staff worked on several scenarios to improve response, readiness and decision making with live role players.

Campus police also worked to improve community engagement through participation in the Nationwide Pink Patch Project, events during Domestic Violence and Sexual Assault Awareness month and giving presentations on a variety of safety topics. They include Civil Engagement and Creating Safe Spaces, dealing with emergency situations including Active Shooter, and understanding hate crimes and bias. Moving forward, SMCPD will continue to promote the LiveSafe safety app, provide new and innovative training and presentations to our staff, students, and faculty, and strategize police response based on statistical analysis.

EMERGENCY PREPAREDNESS

The College continues to work diligently to improve readiness in the event of an emergency. This year’s accomplishments towards that end included the following:

- CPR/AED Training
- Basic First Aid Training
- Updated Building Monitor Training
- Emergency Preparedness Training to include Active Shooter

- Installed additional camera current total 809 cameras throughout the District
- Continued to install electronic doors locking mechanisms to new campus facilities
- Finalized and approved the SMC/SMMUSD Hazard Mitigation Plan
- Updated and provided SMC Emergency Procedures Booklet
- Updated and provided Faculty and Staff 911/Emergency Guide
- Replaced expired emergency preparedness supplies
- Provided live emergency drill during the California Great Shake-out
- Issued major blood first aid kits to all police patrol vehicles

ENVIRONMENT AND SUSTAINABILITY

Transportation

SMC continued to build on the new **Transportation Campaign**, which helped i this year's employee **Average Vehicle Ridership (AVR) from 1.58 to 1.70**. However, this was just short of the new required AVR set by the City of Santa Monica of 1.75.

2017-18 saw several activities and key milestones related to SMC's efforts to being a leader in sustainability:

- 10 new transportation related messages were designed as TV bulletins that now rotate on the TV monitors at each campus. Additionally, transportation options were promoted using brochures, a dedicated transportation website, Target X messaging, presentations to students through Counseling 20 classes, transportation fairs, and announcements at VIP Welcome Day.
- During the first week of spring, donuts were given to students for parking at Bundy campus and using the SMC shuttle to get to class at the main campus.
- Staff now meets with counterparts at **Big Blue Bus (BBB)** quarterly to coordinate efforts and reduce duplication. Additionally, shuttles to satellite campuses were combined with BBB stops to make it convenient for students to wait for the next bus or shuttle to come along. And, BBB reported 8,321 total riders for the first day of fall 2017 classes.
- **Expo Line** ridership continues to be strong. SMC worked with Metro to promote safe riding practices by students. This includes screening videos on TV monitors, posting signs on shuttles, and placing signs along 17th Street.
- The **Breeze Bike Share** program has over 882 all-time SMC users (students and employees) with 186 considered active. Together, they produced impressive results: 25,562 total combined rides, 1,540,766 calories burned, 33,973.95 pounds of carbon reduced.

- There are now **160 Zipcar members** from SMC (up from 102 last year).
- 62 new SMC Employees signed up to participate in the sustainable commute incentive program through www.corsaircommute.com.
- **Waze Carpool** was promoted to students and employees. In the first three months, SMC users saved 5,592 km by using the service and riding together.
- Produced a [three-and-a-half minute video](#) about sustainability, which includes a lengthy section on transportation options.
- Designed a map to help out-of-state and international students know where to look for housing that is accessible by transit or bike paths to avoid the need for driving.
- Installed floor decals at main campus entrances highlighting that campus is a Pedestrian Zone.
- Placed signs in three locations on Pearl Street to keep Uber and Lyft drivers from dropping off and picking up rides.
- Guided Associated Student directors and President's Ambassadors on an excursion using Breeze Bike Share, Metro's Expo line, and the SMC shuttle.
- Signed SMC up as a partner with the **County of Los Angeles' Guaranteed Ride Home** program.
- Worked with **Metro** to promote safe riding practices by students. This includes screening videos on TV monitors, posting signs on shuttles, and placing signs along 17th Street to catch the eye of students who are walking to the station at Colorado
- Bike Club hosted the annual Bike Month which included six events promoting cycling culture, safety, repair skills, group rides, helmet, light and lock giveaways, and other resources. Plus, Bike Club and CEUS took in 20 donated bikes and repaired them using club funds. They distributed them for free to students from EOPS, Cal Works, and Pico Promise programs.
- Began promoting Lyft Line to students by offering a discount promotional code.

Sustainability

With input from the Environmental Affairs Committee, SMC Superintendent/President Dr. Kathryn E. Jeffery signed the newly updated "**American College and University Presidents' Climate Commitment**", a nation-wide letter with nearly 1,000 signatories from campuses in 50 states to re-commit to meeting the Paris Climate Accord.

During Earth Week, the EAC partnered with the Center for Teaching Excellence to host a faculty workshop on "Greening the Curriculum".

The **Center for Environmental and Urban Studies (CEUS)** launched a campaign to reduce the number of syllabi printed to save on paper waste and printing staff time.

The CEUS promoted the **newly updated Photovoltaic Installation Certificate program requirements**, which included a reduction in the number of units needed to graduate as well as a new class in Solar Sales.

The center also built upon the popular “**Corsair Market**,” in collaboration with Associated Students and Auxiliary Services, to provide free produce to students every Wednesday during the fall and spring semesters. Each event now provides 1,500 to 2,000 pounds of produce donated from the Santa Monica Farmer’s Market and purchased from the Westside Food Bank. This market serves over 200 students each week.

SMC’s Bike Club voluntarily repaired 50+ bicycles for the public at the **City of Santa Monica’s COAST open streets** event in October and again at the **2018 Climate Fest at St. Monica’s**.

Other highlights include the promotion of SMC sustainability initiatives on a radio program hosted by Eve Adler, in *Corsair* articles, at new employee orientations, at campus events such as Super Saturday, High School counseling events, Counseling 20 presentations, Earth Week, Sustainability Week, Bike Month, and 47 campus and green building tours to over 1,400 students and guests; as well as co-sponsoring events like that of the movies *Bonsai People* and *SEED: The Untold Story* with professor Sheila Laffey’s Documentary class.

The center also provided zero waste services at many events such as the opening for the Center for Media and Design and the KCRW Media Center, Flex Day, VIP Welcome Day, Graduation, Earth Week and Sustainability Week, Denim Day and CSEA Appreciation Day. A free outdoor library stand was installed in front of the CEUS and filled with books on various environmental subjects.

COMMUNITY AND ACADEMIC RELATIONS

Community and Academic Relations encompasses marketing, community relations, web and social media, and other institutional advancement functions, and works closely with SMC’s Public Information Office. Externally, the department works to achieve public awareness of the college and its programs, to promote community engagement, and to increase community support.

Community Relations. This area coordinates the programs and activities of the **Santa Monica College Associates**, a dues-paying membership group that sponsors one-of-a-kind special events, and offers ongoing speaker series events to enhance the academic experience; it also guides the General Advisory Board in conducting its meetings throughout the year and interacts with other community stakeholders. This department sponsors a significant number of special events, programs and lectures each semester. Approximately 40 lectures and classroom demonstrations have taken place so far this academic year.

Academic Relations. This area coordinates various community interests and agencies with the on-campus academic community at SMC in the following ways.

- Supports Enrollment Development in the promotion of enrollment campaigns and enrollment generating outreach activities in the community. A comprehensive listing of collaborations is provided in the following pages.
- Supports the Public Policy Institute with fall and spring symposiums.
- Collaborates with the Office of Campus and Alumni Relations to put on campus events, create

shared publications, and promote alumni messaging to the campus community.

- Works with the SMC Foundation and shared programming.
- Coordinates multiple campus events, including the Retirement and Recognition event, the annual Holiday Gratitude Lunch, and Celebrate America.

New this year has been greater engagement with career education and specifically the marketing and promotion of programs such as the Interaction Design (IxD) Bachelor's degree program. By collaborating with these stakeholders the marketing department remains the central conduit for executing the brand messaging for the college. Funding resources can be shared for the common benefit of improving messaging to prospective students to reach shared enrollment and retention targets.

New also this year, for summer 2018, the creation of the **Media and Tech Summer Experience** targeted at rising 9th through 12th graders to be hosted at the Center for Media and Design campus. The summer experience includes high school students enrolling in up to two college classes from various media and technology-focused options. Additionally, an optional career exploration experience is offered on Fridays to link students with local industry leaders so students can explore future career paths that align with their interests.

Marketing

Marketing sustains public confidence in the college, meeting enrollment targets, garnering public support for college initiatives, and attracting a highly qualified workforce. The College continues with comprehensive multichannel ad campaigns for each of its fall, spring, and summer semesters. SMC continues to press its brand advantage as the number one transfer college in the state using the messaging mediums of broadcast radio and their associated digital properties, outdoor transit posters, and select local publications. Working with the broadcast stations expanded digital opportunities, station radio promotions now coordinate their varying social media platforms, website, text, mobile and station opt-in email campaigns to extend SMC's radio messaging into a full comprehensive multimedia program reaching local audiences on multiple planes and allowing for even more targeted messaging.

The advertising and marketing has led to SMC's 27th consecutive year as number one in transfers to the UC system as well as continuing as number one to UCLA, USC, and LMU—a remarkable accomplishment.

Strong and frequent advertising continues to keep SMC top of mind with local residents as a preferred choice for higher education. A study conducted by the **California Community Colleges Chancellor's Office** showed SMC leading the state in "local participation", a measure of how well a community college serves its local residents. Also, in a local survey of District voters, 55 percent of Santa Monica and Malibu residents reported that they or members of their family have attended SMC; 12 percent of those under age 39 reported that they were currently enrolled at SMC.

This past year, SMC Marketing launched an awareness campaign for SMC's new Bachelor's Degree program in Interaction Design. Using primarily an outdoor Big Blue bus campaign and local ads, the campaign is designed to build awareness and attract students to the new program while also serving to project SMC's image as a leader and innovator in affordable higher education.

Increasingly, marketing, public information, and the web and social media departments work as a team in

preparing internal and external communications. In 2017-18, the department produced 14 schedules of classes, the college catalog, and over 1,000 other publications, brochures, booklets, flyers, signage, and online materials. We continue to design award-winning materials, receiving first place for photography, commencement program, online newsletter, and press kit folder from the **Community College Public Relations Organization (CCPRO)** and first place for the press kit folder from the **National Council for Marketing & Public Relations (NCMPR)**.

Public Information Office

The **Santa Monica College (SMC) Public Information Office (PIO)** oversees the college's media relations efforts and is the key facilitator and "institutional voice" of internal and external communications for the Superintendent/President and for the college overall. In recent years, the Public Information Officer's role has expanded to include editorial and strategic creative oversight as well as content production for marketing communications, encompassing print, video, and digital/email marketing campaigns tied to enrollment, community engagement, and brand-building outcomes. In 2017-2018, the PIO's collaborative work with the Marketing department included art direction and concept for the **SMC Schedule of Classes Fall 2017 and Fall 2018 covers**, and compiling/authoring **an institutional editorial guide** for college users.

In 2017-18, **more than 200 news releases** were distributed by the PIO to local, regional, national and international media outlets as well as specialty/trade publications. News and feature stories relating to SMC students/alumni and faculty, instructional programs, events, and major institutional accomplishments were reproduced or featured in one or more of the following: Santa Monica Daily Press, Santa Monica Mirror, Santa Monica Lookout, Santa Monica Observer, The Argonaut, Santa Monica Patch, La Opinión, Telemundo, Los Angeles Sentinel, Community College Daily, Christian Science Monitor, Los Angeles Daily News, and the Malibu Times, among others. The PIO regularly makes targeted pitches—proposing relevant stories to editors/producers whose audience might particularly be interested in them—which resulted in placement in La Opinión, Los Angeles Sentinel, KPCC (89.3 FM), and Telemundo's Daytime Emmy-winning Un Nuevo Día. Uninitiated by the PIO, SMC-related news and stories appeared in Huffington Post, Los Angeles Times, Broadway World, Forbes, and on CNN, to name just a few. A full listing of SMC media coverage may be found under the "SMC in the News" section of the college's online newsroom: www.smc.edu/newsroom.

SMC in Focus. Santa Monica College's newsletter [SMC in Focus](#) has evolved into a primary email-marketing tool in its newsletter form while its bi-monthly microsite (www.smc.edu/smcinfocus) serves as a repository for marketing communications. Featured SMC in Focus stories are reproduced in the print class schedules and on social media, and, additionally, are often reproduced in external media outlets. The e-newsletter's **70,000+ audience** encompasses all of SMC's audiences: employees, community members and members of SMC-affiliated boards and local partners, donors, and most importantly, students (issues are customized for each primary audience group, for example, the student version will often include enrollment-related calls-to-action and more student-related content).

SMC in Focus enjoys a robust open/view rate, well above education-industry newsletter standards (education industry standard for a "successful open rate" is 23 percent to 26 percent **according to a 2012 Washington University study**). For instance, 2018's first issue (Jan-Feb) received a 68.97 percent open rate for the SMC Associates and General Advisory Board audience, and a 32.1 percent view rate for the student audience.

In 2017, SMC in Focus won a **first-place statewide award in the newsletter category from the California**

Community Colleges Public Relations Organization, and a **Bronze national Paragon award from the National Council for Marketing and Public Relations**.

In the upcoming 2018-19 academic year, the PIO plans on creating—and executing—an editorial calendar for more deliberate, thoughtful, and integrated PR and marketing communications.

Web and Social Media

Web and Social Media is part of the collaborative communication hub for Santa Monica College in efforts to present a consistent and cohesive institutional voice for the campus. This includes collaborations to create engaging, fresh and relevant materials on the college website and social media channels as part of digital marketing strategies. Accessibility is a key component of how content is structured and communicated for the college. Web and Social Media is an advocate for accessibility to ensure compliance with **federal Section 508 standards**, under the American with Disabilities Act. The office continues to ensure compliance through trainings and updating formatting of content. The office also collaborates with fellow departments, including the updating the counseling orientation platform and content as well as working with the Career Education subcommittee to promote enrollment.

- **Website.** Continued accessibility compliance and content updates are in place since the website redesign. There are approximately 22 million page views and 2.5 million users per year on the SMC website. The office received **3rd Place from the California Community College Public Relations Organization for its website redesign**.
- **Social Media.** The college's social media presence continues to grow and expand, as efforts are focused on Instagram and Facebook to engage students and promote classes and campus events. Statistics at a glance: 58,829 LinkedIn followers (13 percent increase from last year), 29,340 Facebook followers (5 percent increase), 10,050 Twitter followers (13 percent increase), 5,323 Instagram followers (48 percent increase), and 1,389 Snapchat followers (16 percent increase). The office received a Gold Paragon from the National Council for Marketing & Public Relations for its Instagram.

GOVERNMENT RELATIONS

Government Relations has been active in securing entitlements, advancing community partnerships, and securing transportation infrastructure, among other activities.

Community Partnerships

Malibu Public Facilities Authority and SMC's Malibu Campus. The joint powers authority between the City of Malibu and the District was established in 2004, with the city's goal to construct Civic Center storm water and wastewater treatment facilities and the college's goal to construct an educational facility. Additionally, in 2011, the District entered into a Memorandum of Understanding with the County of Los Angeles to lease property from the county and to include in the project a County Sheriff's substation.

2017-18 saw the city reach a major milestone, with the construction of the **wastewater treatment facility finished in April** and connected laterally to the various Civic Center properties in June, including connection to SMC's campus site. Also, this past November saw the county and the college enter into a **99-year ground lease in regards to the Malibu campus and Sheriff substation**. The lease approval follows

a full schedule of public hearings and land use approvals during the preceding year at state and municipal levels.

Santa Monica Early Childhood Lab School. Funding for this project was first secured in 2004, along with direction by the City Council of the City of Santa Monica to explore a partnership with the college and a site opportunity in the City's Civic Center. An MOU was adopted in 2012 and a lease signed in 2016. 2017-18 saw the final land use hearing with **California Coastal Commission approval** of the project in October. The effort included the support of dozens of advocates, especially the City of Santa Monica.

John Adams Middle School (JAMS) Auditorium. This 750-seat auditorium is a project of the Santa Monica-Malibu Unified School District and will be a resource for SMC. SMC is providing major funding from its 2016 bond measure and is a full participant in the planning and public outreach. In May 2018, the SMMUSD Board of Education **unanimously adopted a Mitigated Negative Declaration** to satisfy the required environmental review. There were no comments received that raised environmental concerns.

Main Campus Outdoor Amphitheater and Shakespeare Center Los Angeles. This is a project that will restore an outdoor instructional facility to SMC's main campus. In July 2017, the Board awarded **an architectural contract with Frank Gehry** to provide the design concept for the amphitheater, to accommodate SMC instructional use and to serve as a summer performance venue by Shakespeare Center Los Angeles, a local nonprofit that provides educational programs for youth and students who attend Title One schools and for chronically unemployed veterans. The Board approved a **Memorandum of Understanding with Shakespeare Center Los Angeles** in March 2018 that includes a prospective naming gift of \$1 million. A comprehensive internal study of theater uses and needs and those of potential partnership users was completed in May.

Fine Arts Complex at 2019 & 2023 14th Street. At a May 2018 meeting for immediate neighbors of the former YWCA property near 14th Street and Pico Boulevard to discuss plans for building demolitions, the college also introduced in writing its intent to create a new Fine Arts Complex to replace the existing 70-year old art studios and classrooms on the main campus. The Fine Arts program at SMC offers studio classes in Drawing, Design, Digital 2-D and 3-D Design and Printing, Watercolor, Acrylic Painting, Oil Painting, Sculpture, Glass Sculpture, Ceramics, and Printmaking. SMC would combine the 14th Street property with its Lot 6 property immediately to the north, to create **a new community resource center for the Fine Arts**. The proposal would also relocate the ceramic kilns now in operation at the Santa Monica Airport Arts campus. Neighborhood response was favorable, with many good suggestions received and noted.

Transportation Initiatives

17th Street Corridor Lighting, Pedestrian Safety, and Bikeway Project. In May 2018, the City of Santa Monica Planning Commission unanimously approved a recommendation to proceed with the final design of a set of **major improvements to 17th Street** between Wilshire and Pico to be funded primarily with federal transportation grants and sales tax from County of Los Angeles transportation measures.

First articulated in the City's 2011 Land Use and Circulation Element (LUCE) document, the project has gained an enthusiastic following due in large part to the **extraordinary usage of the corridor by SMC students** now using the Expo Light Rail Line and the 17th Street/SMC station. **Pedestrian activity has increased 1,600 percent** in the vicinity of the station, according to the City.

The project envisions safer, more beautiful walking and biking connections, created through pedestrian scale lighting on the west side of 17th, curb ramps and extensions at street intersections, landscaping, and a protected bikeway on both sides of 17th. The project will also remove 94 of the 1,189 parking spaces located on or near the corridor, and will convert some currently unrestricted street parking to permit parking. Construction is expected to begin in 2020.

As other light rail lines come on line and connect to the Expo Light Rail, these corridor improvements will greatly benefit access to SMC. SMC has actively participated in its support of grant applications and the public outreach.

Student Transit Pass Program Funding. Efforts to maintain the usefulness and affordability of SMC's Any Line Any Time student and staff pass program with the City of Santa Monica's Big Blue Bus advanced on the local front. The **Los Angeles County Metropolitan Transit Authority** directed staff at its May 2018 meeting to modify its U-Pass Program (this is a modestly performing monthly pass program that requires individual students to pay) to transition to a "fee-based administration system where all registered students pay a transportation fee and all registered students receive a ID card with an embedded TAP chip to use on Metro and partner agencies' services throughout the semester."

This would align Metro's student pass program with the SMC and BBB Any Line Any Time model and is a major shift in philosophy by Metro. Metro's first step is to add reimbursement agreements with other regional bus agencies, including BBB and Culver City Bus, for its U-Pass Program, possibly by Fall 2018. This would create a regional pass, with the hope that the fee-based administration system would be developed over the next year.

SANTA MONICA COLLEGE FOUNDATION

Organizational Improvements. The Foundation has a thoughtful team of professionals to better serve and execute the goals, objectives and mission of the institution.

Revenues. Projected 2017-18 revenues are \$2.1 million.

Student Scholarships. More than \$540,000 was distributed to 548 students, totaling 718 scholarships in 2017-18. Scholarships ranged in size from \$250-\$5,000.

New Annual Scholarships & Endowed Scholarship Growth. Several new scholarships were established in memoriam and in celebration. These included the Kelley Brayton Global Citizen Leadership Award, Pilar McCurry Mentorship Fund for Diversity, Dennis Kipperman Community Service Scholarship, Shore Hotel Sustainability Scholarship, Daniel L. Stewart Pre-Law Pathways Scholarship, Daniel L. Stewart Scholarship for Photography, and Ford Lowcock Photographic Scholarship. In addition, the Lantana Media Center donated \$10,000 to support IxD scholarships. In total, over \$169,000 in new scholarship gifts were received. Further, existing endowed funds saw significant increases with additional outreach including the Judge David B. Finkel Social Justice Scholarship (up 18 percent) now totaling \$102,839 since its 2015 inception.

Dreamer's Fund. With the Trump administration's August 2017 announcement that it was rescinding the **Deferred Action for Childhood Arrivals (DACA)** program, the Foundation leapt into action to lead and steward the efforts to raise funds for students. In doing so, the City of Santa Monica and the Santa Monica-Malibu Unified School District sought the support, expertise and platform of the Foundation to establish

similar funds for their constituents. We were able to quickly respond to serve the needs of the community. The Foundation launched three separate, crowd-funding sites within days of the news and the community responded favorably. The amount raised from these three campaigns was \$64,217.

New Chair of Innovation Grant. Two new **Chair of Innovation** grants have been designed by the SMCF, to support project proposals that will have a positive impact on the teaching and learning experience of our campus community using thoughtful methods and approaches. The two \$20,000 awards will be distributed over a two-year period. This replaces the award formerly known as **President's Circle of Innovation and Progress**. All instructional and student support programs are eligible and could include administrators. The grant requirements are intentionally broad to encourage cross-departmental and pathway collaboration. The grant requests are to address at least two of the following goals: To enhance the teaching and learning environment; to improve institutional effectiveness in the delivery of instructional programming or student support services; and to demonstrate a sustainable innovation that can be adapted into core-curriculum across single departments or cross-departmental instruction. The 2018-19 Chair of Innovation Grant recipients selected are:

- **Ashanti Blaize-Hopkins, Communications & Media Studies.** With the rise of social media, alternative digital media outlets, and America's current political climate, it is imperative for students at SMC to have a deep understanding of the **First Amendment** and issues related to this important part of the U.S. constitution. Creating a First Amendment week to include a series of teach-ins, panel discussions, interactive events and on-camera interviews with dialogue on such issues as the First Amendment, free speech, equity, diversity, gender identity, sexual orientation and media literacy. In addition to these events, First Amendment Week is an opportunity to gather qualitative data regarding how external factors can affect the views of college-aged students as it relates to free speech, tolerance and civic involvement. This data will be used to create civic and media literacy curriculum at SMC that can easily be integrated into various disciplines across campus with direct input from SMC students. In addition, SMC students will get an opportunity to help publish findings and potentially produce a documentary on the subject matter.
- **Eve Adler, Maria Munoz, Redelia Shaw, Shari Davis, Richard Tahvildaran Jesswein.** PPI, Communications and Media Studies along with the Health Sciences Department will design an interdepartmental collaboration called, "**Health, Public Policy and Media Engagement at SMC.**" The purpose of this collaboration is to teach students in health, public policy and media how to be advocates in their local communities through media engagement. Members of the collaboration will work with counselors and the office of institutional research to identify students. Students involved in this collaborative will come from public high schools through concurrent enrollment, and students enrolled in nursing, allied health, public policy, and communications and media studies. The goal is for students to work together to identify health issues that impact their respective communities; explore how these issues are related to health policies; determine how students can advance health policy and public health through education, research, media and public forums; and produce media segments (blogs, radio, TV) that inform and engage the SMC community.

Margin of Excellence Faculty Grants. \$67,845 was identified and awarded for distribution to 17 full-time professors from Business, Communications & Media Studies, Design Technology, Earth Science, Early Childhood Education, Kinesiology (5), Music (4), Physical Science, Psychology, and Social Science & Philosophy. Grants ranged in size from \$1,000 to \$5,000. For 2017-18, SMCF's budget for faculty grants was \$55,000. Promotion of the new grant recipients will be made public on Opening Day 2018.

Chairs of Excellence (COE). The following Chairs of Excellence have been selected for the 2018-21 academic period. Each Chair is awarded \$15,000 paid out over a three-year period per academic year. Results will be publicly shared on Opening Day 2018. Grant recipients include: Carol and Bill Ouchi COE in Business awarded to **Erin Steinberger**; The Ilona J. Katz COE in Music awarded to **Jeremiah Selvey**; and the Northrop Grunman/Elkin COE in Physical Science was awarded to **Tram Dang**.

New Inclusive COE Process. Historically, Chairs of Excellence have very few applicants. Year after year, some COE grants have no submissions. The Faculty Grants Review Committee provided thoughtful input on ways to better engage all full time faculty eligible. The goals were simple: Stronger submissions and more departmental inclusivity. After carefully mapping, seeking input and buy-in from the various stakeholders including the donors who established the accounts, the academic senate president, dean of grants, VP and deans of academic affairs and SMCF board members, we arrived at a new platform. The added departments now eligible for one of the Chair of Excellence grants includes CSIS, English, Environmental Science, Environmental Studies, Respiratory Therapy, Photography, and History.

SMC Foundation Activations

Business Engagement Stewardship. SMCF brokered meaningful partnerships with a variety of companies, with authentic engagement opportunities for SMC's students. Examples include **Sony Pictures Entertainment (SPE)** who provided access for the Veteran's Resource Center to bring students to its studio for an industry job fair, exclusively for men and women who have served. SPE also provided a private tour for media studies student and supported the foundation's fundraising efforts with matching gifts. Eat Club—a San Francisco-based start-up and virtual cafeteria, provides gratis meals twice a week for EOPS students; CMD neighbor **Lantana Media Group** has providing event support, sponsorship, and scholarships for IxD students in excess of \$20,000; **RING**, the smart security Santa Monica-based company that was recently acquired by Amazon at an estimated \$1 billion is participating in the inaugural IxD Grad Show with the Creative Director serving as the guest speaker.

Pre-Law Pathways. SMCF identified donors to support program funds as well as seven new scholarships exclusively for pre-law pathway students.

Donor Engagement Events. The Pete and Susan Barrett Gallery will serve as the canvas for a special program featuring a group show by Los Angeles' StudioEleven artists July 10 through August 4, 2018. The exhibit will include artist-student discussions, exhibits, and a July 14th fundraiser with proceeds benefiting the Art Department. StudioEleven is an artist-run cooperative. Members work independently, but also gather to work communally at Tom Wudl's studio in the LA Arts District. StudioEleven exhibitions demonstrate that when artists work in close proximity to each other and over an extended period, long-term artistic dialogues result in work that is immediate, contemporary, and provocative.

Other Foundation engagements, including a number of Foundation produced events, are a welcome reception for new SMC faculty; a fundraiser in conjunction with the SMC Applied Music Concert with 275 attendees; a major event with more than 1,200 in attendance for the Center for Media and Design Grand Opening Ceremony; the Early Childhood Lab School groundbreaking; the Interaction Design Graduation Show with 250 attendees; and the annual Scholarship Award Ceremony, attended this year with a record-breaking 1,100 awardees, their families and friends, and both long-standing and many new donors.

Gift of Books Campaign. *Give Joy, Get Joy.* August 2017, SMCF distributed its second allocation of textbook funds to Adelante, Black Collegians, VRC, International, and EOP&S for the academic year. Funding was available to qualified students on a first come, first serve basis. The winter campaign featured three prominent student leaders, raising \$72,106, a 13 percent increase over last year.

IxD Upper Division. For the second year in a row, SMCF covered the cost for Promise eligible students, to support their upper division unit fees. Working with one of the Foundation’s donors, we have eliminated the financial barrier and will provide funding, covering the tuition costs for eligible students so they can complete their Bachelor’s degree. Approximate annual support is \$50,000.

Scholarship Awards Ceremony. In its sophomore year, the General Advisory Board is again joining forces with SMCF to integrate the annual athletic awards to the scholarship awards ceremony. Additionally, the athletic department is resurrecting the Hall of Fame award to take part in the annual event. The combined effort offers a vibrant platform and profile to tout the accomplishments of SMC’s star athletes and coaching staff while reducing costs of both events. The June 9th ceremony attracts 1,100+ students, family members, faculty and staff. The donor lounge serves as pre-reception, inviting scholarship donors and representatives to meet with each of their student recipients.

SMCF Everywhere. 105,000 spring schedules were distributed across the city, with the Foundation prominently displayed in color. The design continuity, featuring the Gift of Textbook campaign, adds value and reach to the marketing campaign and message.

Fourth Annual New Faculty Welcome Reception. Shore Hotel sponsored the fourth annual new faculty reception. 60 guests including mentor faculty, senior staff, Board of Trustee members and Foundation board members welcomed the 24 new full time faculty. In addition to complimentary refreshments, the hotel’s GM announced a new sustainability scholarship exclusively for SMC students.

VIP Welcome Day. SMCF participated in the highly successful event with a positive outcome: over 900 visits to the Foundation booth, collecting names and emails from all of the visitors. Leveraging this list, valuable information was provided about the scholarship application process and a touch point was established with both students and parents. Swag for 2,500 was provided for the student backpacks.

Donor Recognition. In conjunction with KCRW’s capital campaign acknowledgements, SMCF joined forces to acknowledge its legacy donors who contributed at least \$5,000 since 2013. Those who accepted the offer will have their names etched into the new Center for Media and Design’s courtyard and walkways— a lasting and powerful recognition for all to see.

SMCF, KCRW, and The Broad Stage. SMCF continues to work closely with its sister nonprofit organizations on several platforms including serving the institution’s workforce in thoughtful ways; strategizing on advancement opportunities; developing fluidity between the brands; identifying points of interest and activation; and leveraging shared assets to advance objectives.

THE BROAD STAGE

The Broad Stage at the SMC Performance Arts Center has become a leading cultural institution and community hub on the west side of Los Angeles. As a venue that presents artists at the top of their game, The Broad Stage brings the very best the arts have to offer from around the world.

2017-18 was a milestone season for The Broad Stage as TBS celebrated its **10th Anniversary**. The season began with the summer musical **“Born for This”**, which garnered critical and audience praise while substantially growing The Broad Stage audience. Born for This kicked off the largest, most expansive season in TBS’ history with **over 200 performance nights** spanning Theater, Dance, Music, and the Visual and Multi-media arts. Among the many standout performances, highlights included **jazz legend Stanley Clarke**, mandolin virtuoso **Avi Avital**, the iconic company **Dance Theatre of Harlem**, and international sensation **TAO: Drum Heart**. The Broad Stage continued to present emerging stars such as Crystal Pite and Jonathan Young, whose dance-theater hybrid, *Betroffenheit*, was one of the most memorable programs of the season, violin prodigy Simone Porter, MacArthur “genius” grant-winner Michele Dorrance, and NY’s Bedlam Theatre. Highlights in the Celebrity Opera Series included concerts featuring superstars **Angela Gheorghiu** and **Vittorio Grigolo**, **Jonas Kaufmann**, and **Elina Garanca**. The series is fully funded. In addition to “Born for This” and Bedlam’s repertory performances of *St Joan* and *Hamlet*, theater in 2017-18 featured the New York smash-hit **Small Mouth Sounds**, as well as the charming love story *Shakespeare, his wife, and the dog*, from husband and wife team Philip Whitchurch and Sally Edwards, as well as a year-long residency with local favorites Impro Theatre. It was an electric, substantive, and joyful season of events that added to the cultural life of Los Angeles, featuring Brian Stokes Mitchell, David Broza, Hawaiian Legends, The Klezmatics, Nat Geo Live, Richard Bona, Bill Charlap with Cecile McLoren Salvant, Antonio Lysy, and Red Hen Press, to name a few.

This season, the **Education & Community Program at the Broad Stage served over 20,000 K–12 grade students, teachers, SMC students and faculty and family members** from the community through an array of interactive programming. Our flagship Student Matinee program offered 29 performances welcoming 14,000 students and 580 teachers in 150 schools from 12 districts in Los Angeles County. Musical Explorers continues to be a highlight for students and teachers, exemplifying the impact of arts integration and early cultural exposure. Teachers incorporated Musical Explorers lesson plans into their classrooms resulting in engaged students singing together in multiple languages at the culminating concert.

A Teaching Artist Cohort made up of artists from the season and the classroom educators who attend their shows, will collaborate to write curriculum relevant to the performances and classroom objectives. Professional development with the Teaching Artist Cohort will continue to be made available to all teachers attending Student Matinees. An archive sharing five years of study guides and supplemental materials will be launched July 2018.

In Season 11, The Broad Stage will partner with Santa Monica College faculty to present or facilitate all pre- and post-show talks (renamed Spotlight Talks) around selected performances. Chairs of the Dance, Music and Theater Departments will identify faculty interested and knowledgeable about each art form. We will also continue to provide Master Classes and Open Rehearsals to SMC students throughout the year. This summer Education & Community Programs will host an SMC Student as a summer intern (funded by the LA County Arts Commission) and look forward to being present at Celebrate America and VIP Welcome Day.

The rental program continued to flourish despite fewer available booking dates in the 2017-18 season. Rentals included daytime conferences and corporate meetings, commercial filming and still photography, high-end nonprofit fundraisers, Internet conferences and award shows for on-line media, local and regional orchestras and instrumental ensembles, and television productions including the CNBC Iconic Conference, a day-long live conference broadcast on the CNBC business channel.

Other events of note in 2017-18 were:

- Operation Smile 35th Anniversary Gala Fundraiser
- 2017 Streamy Premiere Awards (on-line content)
- 2017 Carney Awards (an awards show for character actors)
- American Association of Architects Los Angeles Design Awards
- TechWeek LA Growth Summit
- Westside Ballet “The Nutcracker” with the SMC Symphony Orchestra
- V-Day Santa Monica 20th Anniversary Celebration
- Gamelan Cudamani Music and Dance of Bali
- Independent School Alliance for Minority Affairs Gala Fundraiser
- Phase One Foundation The Road To Curing Cancer 2018 Fundraiser
- American Planning Association LA 2018 APALA Awards
- Social Media Week Los Angeles, 2018

KCRW

KCRW is driven by human inspiration and connection with the communities we serve. A service of Santa Monica College and a leading National Public Radio affiliate, KCRW’s goals are twofold: to inform and inspire the millions of people who turn to KCRW for its eclectic mix of local and national news, music, public affairs, and cultural programming; and to make this programming available on whatever platform they seek to receive it.

KCRW supports the Institutional Learning Outcomes of Santa Monica College. The programming that is produced at KCRW creates lifelong learning and provides knowledge in a highly accessible format. This information allows listeners to evaluate and interpret ideas critically and gives the community the tools to communicate this knowledge and information effectively in order to solve problems. KCRW’s programming reflects the diverse voices of Los Angeles and the community and allows listeners to demonstrate a level of engagement in their world.

KCRW’s commitment to these goals has made the station a cultural touchstone for generations of listeners across Southern California and around the world. KCRW’s award-winning news, music, and cultural programming inspires a greater understanding of the people and traditions around us. KCRW’s trusted reporting and cultural journalism are driven by curiosity, anchored in great storytelling, and aimed at fostering civic and cultural dialogue. Programming highlights in 2017-2018 include:

- Partnerships with community-based organizations—such as the **Annenberg Space for Photography**, the **Hammer Museum**, and the **Hollywood Bowl**—to produce new seasons of Summer Nights and World Festival concerts and events attended by over 250,000 people across Southern California, Santa Barbara, and the Central Coast.

- KCRW's Intern program continues to expose students to KCRW and KCRW to excellent students. Each year KCRW has two classes of Santa Monica College students (20 students) who work in all areas of KCRW—from marketing to membership to sales to programming and studio engineering.
- Continued educational opportunities, including the KCRW Summer Marketing Internship Program that engages 100 interns from colleges around the country.
- Expanded field-building and professional development opportunities for media producers, including Independent Producer Project workshops and the 4th Annual 24-Hour Radio Race, engaging 233 teams from eight countries and 32 US states.
- Live public forums in Los Angeles and Santa Barbara about homelessness, gentrification, aging senior populations, and immigration.

New original podcasts, documentaries, and special reporting series, including:

- **There Goes the Neighborhood:** Los Angeles, an eight-episode podcast produced in partnership with WNYC Studios about neighborhood gentrification and the forces driving it in Los Angeles.
- **Curious Coast**, a citizen-led journalism project to engage the public in new ways of reporting on local issues and community interests.
- **KCRW Investigates**, examining conditions affecting L.A.'s most vulnerable workers.
- **Going Gray in L.A.**, a multimedia series profiling individuals and families who are confronting the challenges of growing old in the heart of Los Angeles.
- **Off The Block**, a special limited podcast that takes us inside L.A. County's jail system.
- **The Document**, a new podcast about the stories behind documentary films.
- **Sangre Celestial/Celestial Blood**—the first-ever radionovela podcast in both Spanish and English—featuring renowned Mexican actress Kate Del Castillo as the narrator.
- **The 805**, a weekly local Santa Barbara show exploring and examining the issues concerning the community. KCRW's first locally produced and aired program in the Central Coast.

After years of planning and fundraising, KCRW and Santa Monica College held a grand opening event on December 2, 2017 at the new KCRW Media Center on the new Santa Monica College Center for Media and Design Campus. The event brought thousands of Capital Campaign donors and community members to enjoy the new campus, tour the new academic and future broadcast facilities, and enjoy entertainment, food and drink to mark the official opening of the Center. Construction on the KCRW Media Center is planned to be completed in late 2018, which will allow the station to move all broadcast operations into the KCRW Media Center by the estimated date of November 2018.

KCRW's Summer Nights concert series continues in summer of 2018 and expresses the goal of building community through ideas, music and culture. The station will reach 250,000 people in person with more than 30 free music concerts for all ages in Los Angeles, Orange County, and Santa Barbara. For the first time ever, KCRW's Summer Nights will come to KCRW's headquarters in the courtyard of the Center for Media and Design Campus for three Saturday nights in August 2018. KCRW's Summer Nights will also return to the California African American Museum, Chinatown, the Hammer Museum, the Santa Monica

Pier as well as locations throughout Anaheim, Pasadena, Santa Barbara and Los Angeles.

KCRW has received 27 nominations from The LA Press Club for their work in 2017. In June 2018, the winners will be decided and nominations include Radio Anchor/Host nominations for both KCRW's Steve Chiotakis and Kim Masters and Best Documentary nominations for "There Goes The Neighborhood," KCRW's documentary podcast series on housing insecurity and changing realities of neighborhoods in Los Angeles.

CONCLUSION

As the activities, accomplishments, and institutional initiatives detailed in the preceding pages prove in abundance, Santa Monica College's commitment to excellence is displayed in every facet: from transfer and career education, to lifelong learning, and in serving our communities through arts, news, and cultural programming. Above all, the college is dedicated to creating a paradigm shift in how many students who come to SMC leave having achieved their goal, regardless of the odds that an inequitable world has stacked against them. SMC remains a community of educators, scholars, and professionals committed to diversity and inclusivity—something we can collectively take great pride in—whose highest guiding ideal is that of transforming lives through the possibilities higher education unfolds.

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