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*Summary of the Development of Santa Monica College Strategic Initiatives  
(2006, 2011)*

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In 2006, the College identified four strategic initiatives that aligned with key components of the institutional Mission and for which institutional data indicated that the College was underperforming and/or could perform better. These initiatives included Basic Skills (Developmental Education), Global Citizenship, Sustainable Campus, and Career Technical Education. Each of these initiatives is directly aligned with the Mission of the College, and they have been addressed through the development and implementation of new activities in direct support of their attainment. In essence, these initiatives have been completed, although given that they are key components of the College's Mission, they continue to guide institutional planning and program development. In an effort to ensure that they remain integrated in the planning process, the District Planning and Advisory Council (DPAC) agreed that the four 2006-2011 Strategic Initiatives would continue to be "tracked" in the annual *Master Plan for Education* update.

In its 2011 review of the Vision, Mission, and Goals statements, the Strategic Planning Task Force recommended minor revisions to the Vision, Mission, and Goals but also recommended two new College initiatives<sup>1</sup>, which, in 2012, were approved by DPAC and the Superintendent/President<sup>2</sup>:

- GRIT (Growth/Resilience/Integrity/Tenacity): This initiative enhances student success and enriches the College community by focusing attention on non-cognitive attributes like grit, perseverance, dedication, integrity, thoughtfulness, and engagement.
- I<sup>3</sup> (Institutional Imagination Initiative): The intent of the initiative is for the College community to envisage a future that focuses on fostering, nurturing, and valuing imagination, creativity, innovation, and inquiry. Particularly innovative projects have been catalogued and tracked on the "I<sup>3</sup> Projects List," which is updated quarterly and shared with DPAC.

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<sup>1</sup> Evidence: <http://www.smc.edu/ACG/DistrictPlanningPolicies/Pages/Strategic-Initiatives.aspx>

<sup>2</sup> Evidence:

[http://www.smc.edu/ACG/DistrictPlanningPolicies/Documents/District\\_Planning\\_and\\_Advisory\\_Council/DPAC%202011-2012/DPAC%204-11-2012%20Minutes.pdf](http://www.smc.edu/ACG/DistrictPlanningPolicies/Documents/District_Planning_and_Advisory_Council/DPAC%202011-2012/DPAC%204-11-2012%20Minutes.pdf)