

MASTER PLAN FOR EDUCATION

2015-2016 Update



CHANGING LIVES IN
THE GLOBAL COMMUNITY
THROUGH EXCELLENCE
IN EDUCATION

Achieving the Santa Monica College Vision

SANTA MONICA COLLEGE



**SANTA MONICA COMMUNITY COLLEGE DISTRICT
MASTER PLAN FOR EDUCATION
2015-2016 UPDATE**

2015-2016 INSTITUTIONAL OBJECTIVES

RESPONSES TO 2014-2015 INSTITUTIONAL OBJECTIVES

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In 1997, the College adopted its first formal *Master Plan for Education*, and the plan has been reviewed and updated in each subsequent year. In accordance with the College's planning process, the document is extensively revised every five years as part of the long-term strategic planning process. This includes a review of the College's Vision, Mission, and Goals statements as well as the identification of long-term strategic initiatives to inform the annual identification of institutional objectives. This last occurred in Fall 2011, and the strategic planning summary was included in the 2013-2014 *Master Plan for Education* Update.

This most recent strategic planning effort resulted in two new strategic initiatives—GRIT (Growth/Resilience/Integrity/Tenacity) and I³ (Institutional Imagination Initiative). To address the concern of the Strategic Planning Task Force that it should not appear that the four previous strategic initiatives—Basic Skills, Global Citizenship, Sustainable Campus, and Career Technical Education—have been in any way “abandoned” to make way for the new 2012-2017 strategic initiatives, the District Planning and Advisory Council (DPAC) agreed that the four 2006-2011 institutional objectives would continue to be “tracked” in the annual *Master Plan for Education* update process of developing and evaluating institutional objectives.

This 2015-2016 *Master Plan for Education* update includes documentation of DPAC's evaluation of the responses to the 2014-2015 institutional objectives, categorizing each as Completed, Substantially Completed, Addressed, or Not Addressed. (70% of the ten 2014-2015 institutional objectives were determined to be either Completed [60%] or Substantially Completed [10%].) In an effort to make this planning document more complete and a more useful reference, a number of related planning documents and reports are included as addenda:

- Program Review 2015 Planning Summary
- Board of Trustees Goals and Priorities, 2015-2016
- Academic Senate Objectives, 2015-2016
- Presentations/Reports/Actions at Board of Trustees Meetings related to Board Goals and Priorities, Strategic Initiatives/College Priorities, 2007-2008 – 2014-2015
- Eight-Year Study of Institutional Objectives Mapped to Strategic Initiatives/College Priorities and Level of Completion
- Recommendations from the Institutional Effectiveness Committee in 2014-2015
- Master Plan for Technology Objectives, 2015-2016
- Capital Outlay Program Update, 2015
- SMC Annual Report for 2014-2015 (Introduction)
- DPAC Annual Report Summary of Actions, 2014-2015

In preparation for formulating institutional objectives for 2015-2016, the District Planning and Advisory Council reviewed the major planning documents referenced above and developed numerous draft institutional objectives from the recommendations in these documents. All constituent groups represented on DPAC were also asked to submit proposed objectives for consideration, and DPAC's discussion of the draft document resulted in a refinement of the combined list, with an emphasis upon limiting the number of objectives to those that are truly institutional in scope, measurable, and focused upon specific outcomes. The Institutional Objectives were reviewed by the senior administrative staff and accepted by the Superintendent/President.

This final document is the result of review and approval by the District Planning and Advisory Council, and review and acceptance by the SMC Senior Administrative Staff and Superintendent/President.



Santa Monica Community College District

Vision, Mission, and Goals

**Santa Monica College: Changing Lives in the Global Community
Through Excellence in Education**

Vision

Santa Monica College will be a leader and innovator in learning and achievement. As a community committed to open dialog and the free exchange of ideas, Santa Monica College will foster its core values: knowledge, intellectual inquiry, research-based planning and evaluation, academic integrity, ethical behavior, democratic processes, communication and collegiality, global awareness, and sustainability.

Mission

Santa Monica College provides a safe and inclusive learning environment that encourages personal and intellectual exploration, and challenges and supports students in achieving their educational goals. Students learn to contribute to the global community as they develop an understanding of their relationship to diverse social, cultural, political, economic, technological, and natural environments. The College recognizes the critical importance of each individual's contribution to the achievement of this mission.

Santa Monica College provides open and affordable access to high quality undergraduate degrees and certificates and participates in partnerships with other colleges and universities to facilitate access to baccalaureate and higher degrees. The College's programs and services assist students in the development of skills needed to succeed in college, prepare students for careers and transfer, and nurture a lifetime commitment to learning.

Goals

To fulfill this mission, Santa Monica College has identified the following Institutional Learning Outcomes and supporting goals.

Institutional Learning Outcomes:

Santa Monica College students will:

- Acquire the self-confidence and self-discipline to pursue their intellectual curiosities with integrity in both their personal and professional lives
- Obtain the knowledge and skills necessary to access, evaluate, and interpret ideas, images, and information critically in order to communicate effectively, reach conclusions, and solve problems.
- Respect the inter-relatedness of the global human environment, engage with diverse peoples, acknowledge the significance of their daily actions relative to broader issues and events.
- Assume responsibility for their own impact on the earth by living a sustainable and ethical life style.
- Students will demonstrate a level of engagement in the subject matter that enables and motivates the integration of acquired knowledge and skills beyond the classroom.

Supporting Goals

Innovative and Responsive Academic Environment

- Continuously develop curricular programs, learning strategies, and services to meet the evolving needs of students and the community

Supportive Learning Environment

- Provide access to comprehensive student learning resources such as library, tutoring, and technology
- Provide access to comprehensive and innovative student support services such as admissions and records, counseling, assessment, outreach, and financial aid

Stable Fiscal Environment

- Respond to dynamic fiscal conditions through ongoing evaluation and reallocation of existing resources and the development of new resources

Sustainable Physical Environment

- Apply sustainable practices to maintain and enhance the college's facilities and infrastructure including grounds, buildings, and technology

Supportive Collegial Environment

- Employ decision making and communication processes that respect the diverse needs of the entire college community

Approved by DPAC: 3/14/2012

Approved by Board of Trustees: 4/3/2012

Revised 6/2013 (ILO #5 approved by Academic Senate)

Revision approved by DPAC: 3/25/2015, Board of Trustees: 4/7/2015

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Institutional Objectives, 2015-2016

Number	Institutional Objective
#1	Complete and submit the 2016 Accreditation Self Evaluation report, identifying two to three major areas for improvement to include in the Quality Focus Essay and the seven year accreditation cycle.
#2	Develop guidelines for defining program-level set standards for degree and certificate completion, a timetable for instructional programs to implement and assess these standards, and a plan to integrate this reporting into the program review process.
#3	Ensure results of the Student Equity pilot programs are widely shared to inform program and institutional dialogue around improving success, retention, and outcomes performance of African-American, Latino/a, and other target group students.
#4	Review previous facilities assessments and develop future capital outlay plans in alignment with the Facilities Master Plan.
#5	Explore and inventory unmet space needs and physical facilities available to accommodate those needs, including program space (e.g. Supplemental Instruction) and office space (e.g. to accommodate part-time faculty office hours).
#6	Develop means to identify and integrate the total cost of ownership into the procurement processes.
#7	Develop a plan for establishing consistent baseline funding for technology, infrastructure, and the staff needed to maintain and support all areas of the College in alignment with the Technology Master Plan.
#8	Develop and implement innovative strategies designed to reach new markets and remove enrollment barriers to meet enrollment targets.
#9	To address logistical challenges facing students in using instructional support services.
#10	Explore and pilot the use of non-traditional data collection methods and/or third-party data collection sources to more effectively track job placement of CTE students.
#11	Develop and implement a long-term plan to increase the percentage and net number of full-time faculty. The plan will include a target percentage, timelines, and benchmarks.
#12	To organize and begin operating an Applied/Service learning center that will expand and support service learning experiences and volunteer opportunities for students.



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OBJECTIVE 1 Complete and submit the 2016 Accreditation Self Evaluation report, identifying two to three major areas for improvement to include in the Quality Focus Essay and the seven year accreditation cycle.	Responsible Area(s) Accreditation Steering Committee Campus Community Accreditation Liaison Officer			
<i>Map to Institutional Learning Outcomes Supporting Goals</i>				
☒ <i>Goal 1: Innovative and Responsive Academic Environment</i>	☐ <i>Goal 2: Supportive Learning Environment</i>	☐ <i>Goal 3: Stable Fiscal Environment</i>	☐ <i>Goal 4: Stable Physical Environment</i>	☐ <i>Goal 5: Supportive Collegial Environment</i>
Addresses the following College Priorities and Strategic Initiatives ☐ Basic Skills ☐ Global Citizenship ☐ Sustainable Campus ☐ Career Technical Education ☐ GRIT ☐ Institutional Imagination (I³) Relates to the following recommendations and objectives: ☒ Board of Trustees Goals and Priorities ☐ Program Review Recommendations ☐ Institutional Effectiveness Recommendations ☐ Academic Senate Objectives ☒ Other (please indicate) <u>accreditation requirements</u>				
<i>Methods to Accomplish the Objective and Anticipated Outcomes:</i> • Complete writing the report. Engage in thorough review by the Steering Committee. • Engage the campus community in discussion of the findings in the self-evaluation as well as identified priorities for improvement.				
<i>Estimated Cost:</i> TBD		<i>Funding Source</i> ☒ Existing ☐ Potential		



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OBJECTIVE 2 Develop guidelines for defining program-level set standards for degree and certificate completion, a timetable for instructional programs to implement and assess these standards, and a plan to integrate this reporting into the program review process.	Responsible Area(s) Institutional Research Academic Affairs Academic Senate Institutional Effectiveness Committee Program Review Committee			
<i>Map to Institutional Learning Outcomes Supporting Goals</i>				
☒ <i>Goal 1: Innovative and Responsive Academic Environment</i>	☐ <i>Goal 2: Supportive Learning Environment</i>	☐ <i>Goal 3: Stable Fiscal Environment</i>	☐ <i>Goal 4: Stable Physical Environment</i>	☐ <i>Goal 5: Supportive Collegial Environment</i>
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<i>Methods to Accomplish the Objective and Anticipated Outcomes:</i> - Institutional Research, in collaboration with the Institutional Effectiveness committee, will develop examples for degree and certificate completion using existing data and existing models based on the Institutional Effectiveness report institution-set standards. These examples will be distributed to the relevant departments. - Faculty engage in departmental discussions about these program-set standards. - Department Chairs communicate program-set standards to the Program Review Committee and Institutional Research to insure the department receives relevant data annually. - Each Department Chair and/or Program Leader will develop a timetable for implementation. The Institutional Effectiveness Committee will be available for consultation.				
<i>Estimated Cost:</i> \$0		<i>Funding Source:</i> ☒ Existing ☐ Potential		



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OBJECTIVE 3 Ensure results of the Student Equity pilot programs are widely shared to inform program and institutional dialogue around improving success, retention, and outcomes performance of African-American, Latino/a, and other target group students.	Responsible Area(s) Student Equity Committee Academic Affairs Student Affairs Counseling First Year Student Workgroup			
<i>Map to Institutional Learning Outcomes Supporting Goals</i>				
☐ Goal 1: Innovative and Responsive Academic Environment	☒ Goal 2: Supportive Learning Environment	☐ Goal 3: Stable Fiscal Environment	☐ Goal 4: Stable Physical Environment	☐ Goal 5: Supportive Collegial Environment
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<i>Methods to Accomplish the Objective and Anticipated Outcomes:</i> - Hold the second annual Equity Summit. - Prepare the update to the Student Equity plan, due in November 2015. - Engage in workshops and other opportunities to share information at department and institutional Flex days. - Produce publications focused on the SMC community sharing the results of all Equity projects including the M2C3 (Minority Male Community College Collaborative) survey and focus group results.				
Estimated Cost: TBD		Funding Source: ☒ Existing ☐ Potential Student Equity funding		



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OBJECTIVE 4 Review previous facilities assessments and develop future capital outlay plans in alignment with the Facilities Master Plan.	Responsible Area(s) DPAC Facilities Planning Subcommittee Facilities Planning Department Facilities Maintenance & Operations			
<i>Map to Institutional Learning Outcomes Supporting Goals</i>				
☐ Goal 1: Innovative and Responsive Academic Environment	☒ Goal 2: Supportive Learning Environment	☐ Goal 3: Stable Fiscal Environment	☒ Goal 4: Stable Physical Environment	☐ Goal 5: Supportive Collegial Environment
Addresses the following College Priorities and Strategic Initiatives ☐ Basic Skills ☐ GRIT ☐ Global Citizenship ☐ Institutional Imagination (I³) ☒ Sustainable Campus ☐ Career Technical Education Relates to the following recommendations and objectives: ☒ Board of Trustees Goals and Priorities ☒ Program Review Recommendations ☐ Institutional Effectiveness Recommendations ☐ Academic Senate Objectives ☐ Other (please indicate) _____				
<i>Methods to Accomplish the Objective and Anticipated Outcomes:</i> - Hire consultant to do Facilities Master Plan update. - Use results to update list of projects to be considered in capital outlay plans and requests.				
Estimated Cost: ???		Funding Source: ☒ Existing ☐ Potential District budget		



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OBJECTIVE 5 Explore and inventory unmet space needs and physical facilities available to accommodate those needs, including program space (e.g. Supplemental Instruction) and office space (e.g. to accommodate part-time faculty office hours).	Responsible Area(s) DPAC Facilities Planning Subcommittee Facilities Planning Department Academic Affairs Student Affairs			
<i>Map to Institutional Learning Outcomes Supporting Goals</i>				
☐ Goal 1: Innovative and Responsive Academic Environment	☒ Goal 2: Supportive Learning Environment	☐ Goal 3: Stable Fiscal Environment	☐ Goal 4: Stable Physical Environment	☐ Goal 5: Supportive Collegial Environment
Addresses the following College Priorities and Strategic Initiatives ☐ Basic Skills ☐ Global Citizenship ☐ Sustainable Campus ☐ Career Technical Education ☐ GRIT ☐ Institutional Imagination (I³) Relates to the following recommendations and objectives: ☒ Board of Trustees Goals and Priorities ☐ Program Review Recommendations ☐ Institutional Effectiveness Recommendations ☐ Academic Senate Objectives ☒ Other (please indicate) <u>DPAC discussions</u>				
<i>Methods to Accomplish the Objective and Anticipated Outcomes:</i> - Survey program leaders re unmet needs for physical space. - Inventory the campus sites for available space to meet those needs, including space that may become available due to pending facility projects. - Write a plan as to how available space can be appropriated to meet needs.				
<i>Estimated Cost:</i> TBD		<i>Funding Source:</i> ☐ Existing ☐ Potential		



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OBJECTIVE 6 Develop means to identify and integrate the total cost of ownership into the procurement processes.	<i>Responsible Area(s)</i> Fiscal Services			
<i>Map to Institutional Learning Outcomes Supporting Goals</i>				
☐ <i>Goal 1: Innovative and Responsive Academic Environment</i>	☐ <i>Goal 2: Supportive Learning Environment</i>	☒ <i>Goal 3: Stable Fiscal Environment</i>	☐ <i>Goal 4: Stable Physical Environment</i>	☒ <i>Goal 5: Supportive Collegial Environment</i>
Addresses the following College Priorities and Strategic Initiatives ☐ Basic Skills ☐ GRIT ☐ Global Citizenship ☐ Institutional Imagination (I³) ☐ Sustainable Campus ☐ Career Technical Education Relates to the following recommendations and objectives: ☐ Board of Trustees Goals and Priorities ☒ Program Review Recommendations ☐ Institutional Effectiveness Recommendations ☐ Academic Senate Objectives ☐ Other (please indicate) _____				
<i>Methods to Accomplish the Objective and Anticipated Outcomes:</i> - Determine feasibility of assessing Total Cost of Acquisition, including supplemental costs, staff time, and compatibility with existing equipment, systems etc, and incorporating this information into determination of lowest cost. - Develop criteria for assessing and applying Total Cost of Acquisition.				
<i>Estimated Cost:</i> \$0		<i>Funding Source:</i> ☒ Existing ☐ Potential		



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OBJECTIVE 7 Develop a plan for establishing consistent baseline funding for technology, infrastructure, and the staff needed to maintain and support all areas of the College in alignment with the Technology Master Plan.	<i>Responsible Area(s)</i> DPAC Budget and Technology Planning Subcommittees Fiscal Services Human Resources Information Technology			
<i>Map to Institutional Learning Outcomes Supporting Goals</i>				
☐ <i>Goal 1: Innovative and Responsive Academic Environment</i>	☒ <i>Goal 2: Supportive Learning Environment</i>	☒ <i>Goal 3: Stable Fiscal Environment</i>	☐ <i>Goal 4: Stable Physical Environment</i>	☐ <i>Goal 5: Supportive Collegial Environment</i>
Addresses the following College Priorities and Strategic Initiatives ☐ Basic Skills ☐ Global Citizenship ☐ Sustainable Campus ☐ Career Technical Education ☐ GRIT ☐ Institutional Imagination (I³) Relates to the following recommendations and objectives: ☐ Board of Trustees Goals and Priorities ☒ Program Review Recommendations ☐ Institutional Effectiveness Recommendations ☐ Academic Senate Objectives ☐ Other (please indicate) _____				
<i>Methods to Accomplish the Objective and Anticipated Outcomes:</i> - Implement initial phase of instructional technology funding plan. - Use this as a model for developing a similar plan for funding infrastructure, non-instructional technology, and the business continuity plan. - Identify staff functions needed to maintain and support the funded technology and infrastructure. - Develop assessment measures for evaluating impact of consistent funding.				
<i>Estimated Cost:</i> ??? check on		<i>Funding Source:</i> ☒ Existing ☐ Potential Line item in the 2015-16 budget		



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OBJECTIVE 8 Develop and implement innovative strategies designed to reach new markets and remove enrollment barriers to meet enrollment targets.	<i>Responsible Area(s)</i> Enrollment Development Academic Affairs <i>Primary Contact: Teresita Rodriguez</i>			
<i>Map to Institutional Learning Outcomes Supporting Goals</i>				
☐ <i>Goal 1: Innovative and Responsive Academic Environment</i>	☐ <i>Goal 2: Supportive Learning Environment</i>	☒ <i>Goal 3: Stable Fiscal Environment</i>	☐ <i>Goal 4: Stable Physical Environment</i>	☐ <i>Goal 5: Supportive Collegial Environment</i>
Addresses the following College Priorities and Strategic Initiatives ☐ Basic Skills ☐ Global Citizenship ☐ Sustainable Campus ☐ Career Technical Education ☐ GRIT ☐ Institutional Imagination (I³) Relates to the following recommendations and objectives: ☒ Board of Trustees Goals and Priorities ☐ Program Review Recommendations ☐ Academic Senate Objectives ☐ Institutional Effectiveness Recommendations ☐ Other (please indicate) _____				
<i>Methods to Accomplish the Objective and Anticipated Outcomes:</i> - Expand dual enrollment with high schools - Change policies in international education - Simplify the enrollment process for students by removing barriers; revising policies and procedures, and creating a new simpler portal - Expand marketing to non-traditional markets - Explore scheduling methods that may attract more non-traditional students				
<i>Estimated Cost:</i>		<i>Funding Source:</i> ☒ Existing ☐ Potential		



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OBJECTIVE 9 To address logistical challenges facing students in using instructional support services.	Responsible Area(s) Academic Affairs Learning Resources Distance Education Student Instructional Support Committee			
<i>Map to Institutional Learning Outcomes Supporting Goals</i>				
☐ Goal 1: Innovative and Responsive Academic Environment	☒ Goal 2: Supportive Learning Environment	☐ Goal 3: Stable Fiscal Environment	☐ Goal 4: Stable Physical Environment	☐ Goal 5: Supportive Collegial Environment
Addresses the following College Priorities and Strategic Initiatives ☒ Basic Skills ☐ GRIT ☐ Global Citizenship ☐ Institutional Imagination (I³) ☐ Sustainable Campus ☒ Career Technical Education Relates to the following recommendations and objectives: ☐ Board of Trustees Goals and Priorities ☒ Program Review Recommendations (#20, #21) ☐ Institutional Effectiveness Committee Recommendations ☐ Academic Senate Objectives ☐ Other (please indicate) _____				
<i>Methods to Accomplish the Objective and Anticipated Outcomes:</i> Methods - Based upon the challenges identified in 2014-15, analyze and discuss possible solutions with faculty in impacted disciplines and the Student Instructional Support committee of the Academic Senate. - Make recommendations for instructional support, systems, and services as well as strategies for promoting awareness and use of services. - Conduct an online tutoring pilot project in the second 8 week session of Fall 2015. Analyze the results of that project. - Identify the data related to student use of services to be collected to support ongoing assessment of the effectiveness of instructional support services. Anticipated Outcomes - Recommendations to resolve the logistical challenges for student use of tutoring and supplemental instruction. - Improvement in student knowledge about tutoring, supplemental instruction, and other instructional support services. - Increase in the frequency of use of both tutoring and supplemental instruction. - Recommendation regarding adoption of online tutoring services				
Estimated Cost:		Funding Source: ☒ Existing ☐ Potential		



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OBJECTIVE 10 Explore and pilot the use of non-traditional data collection methods and/or third-party data collection sources to more effectively track job placement of CTE students.	<i>Responsible Area(s)</i> Institutional Research Career Technical Education Academic Senate Institutional Effectiveness Committee <i>Primary Contact: Teresita Rodriguez</i>			
<i>Map to Institutional Learning Outcomes Supporting Goals</i>				
☐ <i>Goal 1: Innovative and Responsive Academic Environment</i>	☐ <i>Goal 2: Supportive Learning Environment</i>	☐ <i>Goal 3: Stable Fiscal Environment</i>	☐ <i>Goal 4: Stable Physical Environment</i>	☐ <i>Goal 5: Supportive Collegial Environment</i>
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<i>Methods to Accomplish the Objective and Anticipated Outcomes:</i> Research public and private services that provide current and trended career outcomes data of SMC's CTE program participants. Such services may include: · Trended views of programmatic outcomes for degrees and certificates; · Segmentation by industry of employment, major, gender and GPA; · Accessible 3rd party verified employment and wage data of participants; · A continuous survey designed to capture career outcomes data of recent CTE completers/leavers in stages in order to gather comprehensive and up-to-date information on occupational outcomes throughout the first year after completing/leaving program.				
<i>Estimated Cost:</i>		<i>Funding Source:</i> ☒ Existing ☐ Potential		



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OBJECTIVE 11 Develop and implement a long-term plan to increase the percentage and net number of full-time faculty. The plan will include a target percentage, timelines, and benchmarks.	Responsible Area(s) Academic Affairs Human Resources Academic Senate DPAC Budget Planning Subcommittee <i>Primary Contacts:</i> Georgia Lorenz, Fran Chandler			
<i>Map to Institutional Learning Outcomes Supporting Goals</i>				
☒ <i>Goal 1: Innovative and Responsive Academic Environment</i>	☒ <i>Goal 2: Supportive Learning Environment</i>	☐ <i>Goal 3: Stable Fiscal Environment</i>	☐ <i>Goal 4: Stable Physical Environment</i>	☒ <i>Goal 5: Supportive Collegial Environment</i>
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<i>Methods to Accomplish the Objective and Anticipated Outcomes:</i> An ad hoc committee of the Academic Senate and Academic Affairs shall meet to investigate and categorize the opportunities and challenges inherent in hiring more full-time faculty. Appropriate personnel in the areas of human resources and fiscal services will then be consulted to assist the ad hoc committee in designing a feasible approach to meeting the target. Such consultation shall include, but not be limited to, discussions at appropriate DPAC subcommittees. By the end of the 2015-16 academic year, the ad hoc committee will recommend to DPAC a plan to move towards the 75 percent/25 percent full-time to part-time faculty ratio goal recommended in Title 5 (AB 1725) and the Board of Trustees target of 60% full-time faculty (2009 Board action). The plan will include targets for a percentage of instructional full-time faculty, a percentage of non-instructional full-time faculty, and a net number of full-time faculty. This plan shall be considered for inclusion in the Institutional Objectives for 2016-2017.				
<i>Estimated Cost:</i>		<i>Funding Source:</i> ☒ Existing ☐ Potential		



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OBJECTIVE 12 To organize and begin operating an Applied/Service learning center that will expand and support service learning experiences and volunteer opportunities for students.	Responsible Area(s) GRIT Committee Academic Affairs Student Affairs			
<i>Map to Institutional Learning Outcomes Supporting Goals</i>				
☒ <i>Goal 1: Innovative and Responsive Academic Environment</i>	☒ <i>Goal 2: Supportive Learning Environment</i>	☐ <i>Goal 3: Stable Fiscal Environment</i>	☐ <i>Goal 4: Stable Physical Environment</i>	☐ <i>Goal 5: Supportive Collegial Environment</i>
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<i>Methods to Accomplish the Objective and Anticipated Outcomes:</i> Methods In partnership with the GRIT committee, The Career Services Center, and Interdisciplinary Studies, the Service Learning coordinator will start up the office by identifying service learning opportunities in a few key areas/course, and develop processes to track student participation and experiences, collect assessment data, and provide support for faculty members who want to offer service learning.				
Anticipated Outcomes • Functioning Service Learning program that supports faculty and student participation				
<i>Estimated Cost:</i>		<i>Funding Source:</i> ☒ Existing ☐ Potential		



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OBJECTIVE 1			<i>Responsible Area(s)</i>
To develop the 2016 Accreditation Self-Evaluation Report and incorporate findings into institutional planning.			Accreditation Steering Committee
			<i>Primary Contact: Eve Adler, Erica LeBlanc</i>
☐ Completed	☐ Substantially Completed	☒ Addressed	☐ Not Addressed <i>(include reason if checked)</i>
RESPONSE			
The Accreditation Steering Committee and Standards Committees are in the process of writing the Self-Evaluation Report with a target completion date of December 2015. The first drafts for all standards and some second drafts have been reviewed by the Steering Committee. In the coming months, the Steering Committee and Standards Committees will focus on gathering evidence referenced in the self-evaluation report and implementing strategies for getting the larger campus community involved in the Accreditation process. The new ACCJC standards also require the development of a focused essay that addresses two or three substantive issues that will take several years to address. The issues to be addressed will be identified using a variety of sources including: the self-evaluation analyses developed by Steering Committee members after reviewing evidence from the college community, program review annual reports, institutional effectiveness annual reports, and the <i>Master Plan for Education</i> updates. This objective will continue to be addressed during the 2015/16 in preparation for the accreditation site visit in Fall 2016.			



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OBJECTIVE 2 To develop and implement strategies to improve the CTE completion rate.			<i>Responsible Area(s)</i> Academic Affairs – Career Technical Education Institutional Research Academic Senate Joint Institutional Effectiveness Committee Academic Senate Joint Career Technical Education Committee <i>Primary Contact: Frank Dawson</i>
☒ Completed	☐ Substantially Completed	☐ Addressed	☐ Not Addressed <i>(include reason if checked)</i>
RESPONSE			
Several strategies have been developed and piloted to address the challenge of improving the CTE completion rate. These include: - automatic awarding of certificates and degrees once a student has satisfied the necessary requirements but not petitioned for the award; - sequencing CTE program courses to create seamless pathways from local high schools to SMC; - contextualizing curriculum content and accelerating completions through structured 8 week class modules; - working to develop a CTE alumni database in preparation for an expanded definition of completion that will acknowledge the success of workers who experience predetermined increases in salary based on specific course and training completion. The strategies listed above can be utilized more broadly across disciplines to continue to enhance student completion and success.			



Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2015-2016 UPDATE
RESPONSES TO 2014-2015 INSTITUTIONAL OBJECTIVES

OBJECTIVE 3 To complete, enhance, and make consistent the systems for documentation and storage of outcomes assessment results to ensure convenient access.			<i>Responsible Area(s)</i> Institutional Research Management Information Systems Academic Senate Joint Institutional Effectiveness Committee <i>Primary Contact: Hannah Lawler</i>
☐ Completed	☒ Substantially Completed	☐ Addressed	☐ Not Addressed <i>(include reason if checked)</i>
RESPONSE			
The Office of Institutional Research and the Academic Senate Joint Institutional Effectiveness (IE) Committee developed a guide to assist administrative and student service units develop, assess, and document the use of outcomes assessment results (Unit Outcome Checklist). In addition, the IE Committee collaborated with the Management Information System (MIS) to design a template of a web-based content repository, similar to the Student Learning Outcome (SLO) Portal for the instructional and counseling programs, that would allow departments to systematically enter outcome statements and assessment methodologies, monitor assessment findings, and document use of results. MIS is currently working to develop the UO repository tool based on the template. <u>Evidence</u> UO Checklist: http://www.smc.edu/ACG/AcademicSenate/AScommittees/Documents/Institutional%20Effectiveness/IEC%20Docs%202014-2015/UOChecklistFinal.pdf IE Committee Minutes: <i>September 22, 2014</i> http://www.smc.edu/ACG/AcademicSenate/AScommittees/Documents/Institutional%20Effectiveness/IEC%20Docs%202014-2015/IEC_Minutes_20140922.pdf <i>November 24, 2014</i> http://www.smc.edu/ACG/AcademicSenate/AScommittees/Documents/Institutional%20Effectiveness/IEC%20Docs%202014-2015/IEC_Minutes_20141124.pdf			



Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2015-2016 UPDATE
RESPONSES TO 2014-2015 INSTITUTIONAL OBJECTIVES

OBJECTIVE 4			<i>Responsible Area(s)</i>
To develop and implement strategies to improve the achievement of African American and Latino students in order to reduce the student equity gap.			Academic Affairs Student Affairs Student Equity Task Force Institutional Research <i>Primary Contact: Georgia Lorenz</i>
☒ Completed	☐ Substantially Completed	☐ Addressed	☐ Not Addressed (include reason if checked)
RESPONSE			
This objective has been addressed by the development and submission of the Student Equity Plan, the ongoing work related to funded Student Equity projects, the work of the newly established college student equity committee, and ongoing research with the Minority Male Community College Collaborative. The Student Equity Plan Task Force developed and submitted SMC's Student Equity Plan with the following overarching goals: - To build institutional capacity to address the achievement gap by engaging in systematic quantitative and qualitative inquiry and by implementing interventions and student support that directly address the identified equity gaps. - To establish a standing college committee on Student Equity which will monitor progress on the plan, submit required annual reports, and develop future plans. - To develop consensus on determining the performance measures for monitoring progress toward achieving the desired outcomes and establish target dates for achieving these outcomes. These overarching goals will be accomplished by engaging in: (1) Research and inquiry, (2). Intervention and student support, and (3) an evaluation process in order to determine as a college community the most successful practices and how they can be brought to scale in order to have a broad and significant impact on closing the achievement gap. Upon receipt of the student equity funding, a Request for Proposals was distributed and 23 proposals were received and reviewed by a subcommittee of the Task Force. 17 projects were funded supporting strategies to reduce the student equity gap on each of the five indicators for target student groups experiencing inequitable educational outcomes at SMC as illustrated in the campus-based research data. The first annual Student Equity Summit was held on January 23, 2015 to inform the campus community, highlight the projects under development, and to provide resources and information to those leading the projects. In consultation with the Academic Senate, the Student Equity Plan Task Force, and administration a campus-wide committee on Student Equity was established. The members of this committee have engaged in several activities including launching the Community College Survey of Men in collaboration with Dr. Frank Harris and Dr. Luke Wood, co-directors of the Minority Male Community College Collaborative. The Santa Monica College community has embraced equity in educational outcomes as a campus priority. This is demonstrated by the fact that both institutional Flex days in 2014-15 had equity as the central theme. In addition the Center for Teaching Excellence offers many opportunities for professional development related to equity and culturally responsive pedagogy.			



Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2015-2016 UPDATE
RESPONSES TO 2014-2015 INSTITUTIONAL OBJECTIVES

OBJECTIVE 5 To develop and implement strategies to address the “softening” of enrollment demand.			<i>Responsible Area(s)</i> Enrollment Development Academic Affairs <i>Primary Contact: Teresita Rodriguez</i>
☒ Completed	☐ Substantially Completed	☐ Addressed	☐ Not Addressed <i>(include reason if checked)</i>
RESPONSE The softening of enrollment demand is an ongoing issue and while the following strategies were developed and implemented in the 2014-2015 academic year, work in this area will continue as the conditions carry on to future years. • Improved communication with new and continuing students through targeted email and robo-calling, as well as a new emphasis on the use of text as a primary form of communication. • Strengthened web and social media content through the use of banners and facebook/twitter. • Engaged parents and high school personnel through PTA communications. • Been more proactive in targeting messaging using MyEdPlan data; for example, students who had a specific course listed on in MyEdPlan for Winter/Spring 2015 and there was an open seat in that course, we messaged students about that availability. • Provided more enrollment opportunities for high school concurrent students by changing the enrollment policy to allow for earlier enrollment dates, as well as changing District policy in waiving enrollment fees for this population. Through Marketing, targeted mailings were sent throughout the District boundaries informing interested parties about these new opportunities. • Revised the Welcome Letter, which was deployed in Salesforce, to streamline messaging. • Using Salesforce, launched a campaign to actively remind students, at regular intervals, of enrollment dates. • Increased the number of Admitted Student Days, busing in high school students for assessment and brief counseling, by approximately 40%. • Increased the number of students in the First Year Experience program from less than 300 in 2013-14, to approximately 700 in 2014-15, and currently have over 1900 applications for the program for 2015-16. Data shows that FYE students are more likely to enroll full-time and have higher success and persistence rates than non-FYE students.			



Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2015-2016 UPDATE
RESPONSES TO 2014-2015 INSTITUTIONAL OBJECTIVES

OBJECTIVE 6			Responsible Area(s)
To identify and address logistical challenges facing students using instructional support services.			Academic Affairs <i>Primary Contact: Georgia Lorenz</i>
☐ Completed	☐ Substantially Completed	☒ Addressed	☐ Not Addressed <i>(include reason if checked)</i>
RESPONSE			
The following issues have been identified. <i>Instructional Support/Tutoring Labs.</i> The decentralized structure at Santa Monica College for supplemental instruction, student support labs and tutoring centers presents logistical challenges. Students report some difficulty identifying services, hours and locations around campus to seek help in different disciplines. The programs have worked to develop additional information on the website and to update the information on a regular basis. In addition staff coverage arises as an issue at the various locations because there is limited staff at each site. When someone is out sick or on vacation the impact on operations is significant and can limit services to students. <i>Supplemental Instruction.</i> SMC Institutional Research Brief #683 (October 2014) reports that students who have at least minimal participation in SI successfully complete their courses at higher rates and persist to the next semester at higher rates. However, participation in SI is limited among students enrolled in target sections. One of the continuing issues for SI is the need for an assigned location. Currently, the program must schedule classroom space as it is available. The transient nature of classroom space, impacts the students as the supplemental instruction session may be displaced. This diminishes the ability of the program to reach the maximum number of students, as they may arrive at a classroom that was advertised, only to discover that the SI session has been moved. Because of the ongoing demands of students and their personal, work and other commitments, students need to be certain that they going to the proper location. If they find that the session has moved, they acknowledge that they may not continue onto the new location. <i>Broad, flexible instructional support.</i> The College continues to address providing services for all students including those who attend evenings and weekends, have work and family commitments that limit their time on campus, and/or take online classes only. The library currently subscribes to a reference chat where students may log-in and seek reference assistance online, at their convenience, at any time of the day. Providing similar services for instructional support could improve access to these critical resources for all students. The College is continuing in its efforts to identity the best solutions for assisting students, who may be unable to utilize the on-ground services currently provided. The Distance Education committee of the Academic Senate is supporting an online tutoring pilot project in Fall 2015 to explore options to fulfill this need.			



Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2015-2016 UPDATE
RESPONSES TO 2014-2015 INSTITUTIONAL OBJECTIVES

OBJECTIVE 7			<i>Responsible Area(s)</i>
To conduct an assessment of the College's compliance with Section 508 requirements and develop a plan to address any findings.			Web Marketing
			Content/Digital Information Technology
			Disabled Students Programs and Services
			<i>Primary Contact: Ron Furuyama</i>
☒ Completed	☐ Substantially Completed	☐ Addressed	☐ Not Addressed <i>(include reason if checked)</i>
RESPONSE			
A two-day training was held on October 1&2, 2014 by WebAIM, a program at the University of Utah, that provides training and consultation to assist businesses and institutions in addressing accessibility and 508 compliance. WebAIM is an acronym for "Web Accessibility In Mind." On the first day Jared Smith from WebAIM presented to Senior Staff the issues about which the college needs to be concerned in providing accessible content to the college community. This includes: • addressing accessibility for the SMC website • electronic classroom content is made in an accessible format available to the college community • ensuring that district purchases are also accessible • responsibilities and requirements of 508 compliance The second day of training was for the campus web designers, developers, program managers, and anyone interested in gaining a deeper understanding of web accessibility. This training assists the college in preparing an overall strategy for the college to address web accessibility and 508 compliance. As the College moves forward in developing its plan, a new Compliance Officer position in Human Resources has been created and recruitment is currently underway. This person's responsibilities will include 508 compliance. He/she will work with the web manager and other campus constituents to develop a plan for ongoing review to ensure that the college complies and supports the mandates of 508. In addition the Instructional Resources Taskforce of the Academic Senate has developed "Effective Practices for Course Materials Adoption" as a guide for faculty in choosing course materials including textbooks (printed and electronic), publisher-provided companion websites, online labs, and others			



Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2015-2016 UPDATE
RESPONSES TO 2014-2015 INSTITUTIONAL OBJECTIVES

OBJECTIVE 8 To define and assess the College's capital improvement needs relative to the Facilities Master Plan.			<i>Responsible Areas</i> DPAC Facilities Committee Facilities Planning Facilities Maintenance and Operations <i>Involved Area(s)</i> Business and Administration - Facilities Academic Affairs Information Technology Student Affairs Enrollment Development <i>Primary Contact: Katharine Muller</i>
☐ Completed	☐ Substantially Completed	☒ Addressed	☐ Not Addressed <i>(include reason if checked)</i>
RESPONSE			
This objective has been addressed but is not yet completed. The DPAC Facilities Committee, Facilities Planning, and Facilities Maintenance and Operations areas have all contributed to initial work on defining and assessing the College's capital improvement needs. A consultant, ALMA Strategies, has been hired to update the Five Year Facilities Master Plan, as well as to prepare the FPP proposal for the Science/Math addition. The consultant will review the capital improvement plans identified by the College and provide guidance for those projects which are candidates for seeking state funding as determined by state formulas based on the space categories assigned to existing facilities.			



Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2015-2016 UPDATE
RESPONSES TO 2014-2015 INSTITUTIONAL OBJECTIVES

OBJECTIVE 9			<i>Responsible Area(s)</i>
To expand piloted GRIT strategies (You+1; SuccessNavigator) to accommodate increased student participation and to develop an infrastructure to support experiential/service learning.			GRIT Committee
			Academic Affairs
			Student Affairs
			<i>Primary Contact: Eric Ojfer, Brenda Benson</i>
☒ Completed	☐ Substantially Completed	☐ Addressed	☐ Not Addressed <i>(include reason if checked)</i>
RESPONSE			
1. GRIT pilot strategies were successfully expanded as follows: • Success Navigator – an assessment tool designed to help the college support students by evaluating their non-cognitive skills in four major domains: academic skills, commitment, self-management, and social support. ○ During the 2014-15 academic year, SuccessNavigator was administered to students enrolled in Couns 20, Black Collegians, Adelante, TRIO SSS and CEUS. By mid-May 2,162 students had taken the assessment and received feedback on their non-cognitive skill set. • You + 1 – a coaching program pairing students with mentor coaches who commit to providing encouragement and support to the paired student. ○ In spring 2015, GRIT invited students who had one or more low non-cognitive scores on SuccessNavigator, and self-identified as first generation, to participate in the You +1 pilot. Fifty students participated in the pilot. Assessment results identified a need for dedicated staff and leadership, for which funding is being sought. 2. A proposal to establish a dedicated office to support experiential/service learning, to be paired with the existing internship program, was made jointly by Interdisciplinary Studies and Career Center faculty and the GRIT committee. ○ A Service Learning coordinator who will work out of the Career Services Center was approved for Fall 2015. ○ This position will identify opportunities for students to work and be of service in the larger community, track student experiences, and follow up by collecting assessment data. This position will also encourage faculty members to incorporate service learning in their courses. ○ Faculty leaders of the Career Services Center and GRIT visited service learning programs at other community colleges to identify and assess appropriate best practices that could be adapted at SMC.			



Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2015-2016 UPDATE
RESPONSES TO 2014-2015 INSTITUTIONAL OBJECTIVES

OBJECTIVE 10			<i>Responsible Area(s)</i>
To enhance the documentation and review process for Institutional Imagination Initiative (I ³) projects to include implementation and assessment results.			DPAC <i>Primary Contact: Georgia Lorenz</i>
☒ Completed	☐ Substantially Completed	☐ Addressed	☐ Not Addressed <i>(include reason if checked)</i>
RESPONSE			
Quarterly updates to the Institutional Imagination Initiative (I³) are presented to DPAC. A new form, “Request for Inclusion on I-Cubed Projects List” was developed in March 2015 to create an avenue for new projects to be added on an ongoing basis. Existing projects on the list have been categorized as pending, initiated, implemented, or institutionalized in order to reflect the status of each project. Assessment results related to I³ projects beyond the status designation have not been incorporated.			

Santa Monica College
Program Review
2015 Planning Summary

Introduction

Program Review is the process through which Santa Monica College ensures that every program, department, administrative and support unit engages in ongoing self-evaluation thereby directly supporting the College Mission as a measure of institutional effectiveness through the lens of each program. The review process is structured with specific prompts to which programs must respond, including demonstrating how program goals and functions support and align with the institutional mission.

Programs must analyze data (provided by Institutional Research or other sources) to support assertions of program effectiveness and identify areas of improvement. Institutional Research provides a common dataset to instructional programs, works with student and instructional support programs to collect and analyze effectiveness data, and assists administrative programs to develop and assess appropriate measurable outcomes. All programs are asked to report on outcomes assessments and describe any program response to the results. The institutional Effectiveness Committee has developed tools to help programs create and measure outcomes and reviews the outcomes and assessments of programs undergoing a six-year review.

The program review process and the documentation it provides is a major resource for institutional planning, decision-making, and resource allocation. Through identification of overarching trends and needs noted in the annual Program Review Planning Summary of all programs, the process contributes to framing institutional discussion around institutional effectiveness and goal setting for student learning and achievement.

Comprehensive program review reports are submitted to the Academic Senate Joint Program Review Committee and thoroughly reviewed every six years; abbreviated reports are submitted annually. For CTE programs the annual reviews supplant the biennial reports previously required. Annual reports are reviewed in their entirety by the appropriate area vice president, while the Program Review Committee reviews an aggregated report of planning fields. Collectively these reports and reviews form the basis of the annual Program Review Summary submitted to the District Planning and Advisory Committee (DPAC), which uses the report to inform institutional planning.

The Program Review Annual Planning Summary, unlike more targeted reports such as the Technology or Facilities plans generated by other institutional planning bodies, presents an institutional overview identifying overarching trends and needs, contributing to an integrated planning process. To provide the most current information, the report covers a calendar year rather than an academic year. Thus, this report includes reviews submitted during Spring and Fall of 2014 as well as specific aggregated information from annual reports. In an attempt to further strengthen the broader institutional view afforded through the program review process, during its annual review of the process and six-year rotation schedule, the committee decided to pair certain programs under a broader heading with the thought that this would allow a broader view to better inform institutional planning. Several of these pairings were scheduled for review in Fall 2014. Some pairings worked well as intended and others proved not so synergistic as anticipated. The committee will revisit these pairings and headings for the next cycle.

After several years of content revision and format development, the Spring/Fall 2014 program review cycle was launched on CurricUNET, an on-line platform already in use by the College for curriculum management. Concurrent with the implementation of the on-line format for the six-year report, the annual program review process was implemented. Adding an annual report ensures that collecting current data, needs, and other information from all programs is consistent and therefore more easily integrated into institutional planning. The advantage of the CurricUNET system is easy accessibility to all reports, the ability for programs to pull forward certain elements from previous reports, easier continuous documentation, and the generation of reports from specific fields across all programs. The system includes a notification process that alerts not only the program review chair that a report has been

submitted and is ready for review, but also the appropriate area vice president and the chairs of the Curriculum Committee (to verify that all curriculum for an instructional program is up to date) and the Institutional Effectiveness Committee (to verify SLO/UO currency and effectiveness). This notification system adds additional levels of review and inclusion in planning processes other than program review.

To prepare for the transition to the new on-line system, and the added requirement for an annual report, a core group of the Program Review Committee has developed a library of tools to assist programs. These include a number of guides and frequently asked questions documents available on the Program Review website as well as explanations for each prompt accessible by clicking on the help button in each prompt field in CurricUNET. In this CurricUNET and annual report inaugural year, programs had the option to submit reports using CurricUNET or in an electronic Word format. As this was a beta year for annual reports there were a variety of reasons not all programs submitted one. Thus the aggregated information across all programs is not as complete as possible. Going forward it is an institutional expectation that all programs will submit annual reports using CurricUNET. The committee chair and co-chair have also offered multiple on-ground training sessions and meet individually with programs when requested.

The Program Review Committee has been fortunate to have members who have served for multiple years, providing history and continuity giving the committee a base for identifying issues and concerns shared by more than one program. The committee spends many hours in thoughtful review, giving feedback to programs and discussing how this information can contribute to institutional planning. Adding the annual report increases the depth and completeness of the information that will be reviewed and considered by the committee and forwarded to DPAC and other planning bodies through the Planning Summary and the all programs reports. The process of sharing of these reports as well as collaboration and input from the Institutional Effectiveness and Curriculum Committees are evidence of institutional and planning committee efforts to ensure planning is truly integrated.

For example, four of the 2013-14 *Master Plan for Education* objectives can be linked to four program review recommendations; six 2014-15 *Master Plan for Education* objectives incorporated recommendations from the 2014 Program Review Summary. Additionally, recommendations from program review which do not reach the level of institutional objectives are often referred to an appropriate committee or operational unit to be addressed. Of the 2014-15 program review recommendations, four were already in progress at the time of DPAC review, seven were referred to other areas or bodies, and two had been completed. The new all-programs reports that will be generated from the annual program review reports will provide another layer of aggregated information focused on specific areas such as technology, facilities, and staffing, that will be used by multiple planning bodies. While the Program Review Committee does not specifically allocate resources, program review is the institutional process by which much of the information used to determine resource allocation is gathered, reviewed, and presented.

Resource allocation is a direct result of institutional planning. Keeping resource allocation separate from the program review process has strengthened the roles of both the Program Review Committee and other planning committees and bodies and more comprehensively integrates planning at Santa Monica College. Evidence of this can be found in the successful and highly regarded process for hiring new full-time faculty. A committee of faculty and administrators, using data and information culled from multiple sources, including Program Review summaries, weighs both objective and subjective factors in a long and thoughtfully considered rating process that results in submission of a list to the college president of the recommended disciplines to receive a full-time faculty hire in the coming year.

It is worthy of note that the Program Review Committee membership and resource structure includes representatives from Institutional Research and the Curriculum and the Institutional Effectiveness Committees. This ensures strong communication, exchange of information, and review between the various bodies and contributes to integrated institutional planning and alignment of recommendations and efforts between these groups.

Committee Membership

Chair: Jamey Anderson, Faculty, Physical Science
Vice Chair: Katharine Muller, Administrator, Academic Affairs
Faculty
Sara Brewer, Communications & Media Studies (Spring 2014)
Sandra Burnett, DSPS
Lin-San Chou, Music
Jinan Darwiche, CSIS
Sharon Jaffe, ESL
William Lancaster, Design Technology
Sandra Rowe, Psychological Services (Fall 2014)
Mark Tomasic, Dance (Spring 2014)

Administrators

Hannah Lawler, Institutional Research *
Randal Lawson, Executive Vice President (Spring 2014)
Erica LeBlanc, Academic Affairs *
Laurie McQuay-Peninger, Grants (Fall 2014)

Resources

Daniel Berumen, Staff, Institutional Research
Guido Del Piccolo, Faculty, Philosophy & Social Science **

*Also serves on Institutional Effectiveness Committee

**Curriculum Committee Chair

Programs Reviewed and Reports Accepted Spring & Fall 2014

The following programs submitted a full program review report Spring or Fall 2014 and all were accepted by the committee:

- Black Collegians
- Business
- Campus and Alumni Relations
- Campus Police
- Distance Education
- Enrollment Services (Admissions, Assessment, Bursars)
- History
- Information Technology
- Music
- Philosophy & Social Science
- Physical Science
- Outreach & Recruitment

2014 Recommendations for Institutional Support for Specific Programs

Executive summaries for all programs reviewed in Spring and Fall 2014 are included in this report. In addition to a narrative, the executive summaries include commendations, recommendations for program strengthening, and, if applicable, recommendations for institutional support. Recommendations for institutional support are listed here for as documentation for consideration in institutional planning processes and do not reflect anything that may have been or are in the process of being addressed since committee review of the program:

1. Review the benefits and outcomes of service learning and determine the level of commitment and resources the institution wishes to direct toward expanding participation. (Philosophy & Social Science)

2. Explore the ways in which the need for a Chemical Hygiene Officer can best be addressed. (Physical Science)
3. Given the increase in online enrollments and use of CMS systems and tools, review staffing needs to maintain the desired level of service and what additional support will be needed to participate in the Chancellor's Office Open Education Initiative. (Distance Education)
4. Evaluate and plan for a timely District response to state authorization reciprocity agreement legislation, if passed. (Distance Education)
5. Develop a strategic plan, including resource allocations, to respond to new mandates such as the requirement for the Bursars Office to switch to a chip n pin card payment system and the Assessment Center to implement the new mandated common assessment tool. (Enrollment Services)
6. Acknowledge the increasing demand for technology maintenance and new technology, the impact of inconsistent state funding, and establish a base line in the budget to support technology maintenance and infrastructure. (Information Technology)
7. Ensure Total Cost of Ownership is factored into budgeting, planning, and procurement. (Information Technology)
8. Consider acquisition of portable technology to enable the delivery of services by Outreach counselors at any location. (Outreach & Recruitment)
9. Include upgraded or new facilities for Campus Police in long range facilities planning. (Campus Police)

BOARD OF TRUSTEES GOALS AND PRIORITIES, 2015-2016
Access. Excellence. Equity.

Educational Advancement and Quality

1. Use evidence and rigorous methodology to improve institutional effectiveness and student progress and success.
2. Institutionalize and scale up proven initiatives that increase student success and reduce the student equity gap. Focus on improving throughput for basic skills students and successfully moving more basic skills students into college-level mathematics and English. Improve performance and completion rates, especially for African-American, Latino/a, and other groups of students identified in the student equity plan.
3. Continue to support and hire a diverse and outstanding full-time and adjunct faculty that demonstrates a commitment to student success, engagement and equity. Develop and implement a plan to ensure the college progresses over time toward increasing the percentage and net number of full time faculty.
4. Strengthen and promote existing workforce/career technical programs and pathways and improve CTE completion and placement rates. Pursue opportunities to develop new industry-valued CTE programs and regional partnerships.
5. Rebrand the Academy of Entertainment Technology to reflect expanded media and design programs and continue to develop the programs that will occupy the new campus.
6. Develop the curriculum, pathway, and institutional processes necessary to fully implement the new baccalaureate degree offering in Interaction Design.
7. Support research-based innovations and technologies that increase student success and institutional effectiveness.

Fiscal Health and Internal Operations

8. Conduct a comprehensive search process, select a new Superintendent/President, and ensure a smooth leadership transition for the college.
9. Prepare for Accreditation.
10. Ensure the financial health of the College through enrollment development, revenue-generation, and cost control. Pursue and obtain appropriate external funding.
11. Build and maintain a reserve sufficient to protect against unforeseen circumstances.
12. Continue to implement the plan to safeguard post-retirement employee benefits, and develop and implement a plan to fund increasing PERS, STRS, and other benefit obligations.

Community and Government Relationships

13. Strengthen community and government relationships and partnerships in fulfillment of SMC's vision and mission.
14. Ensure the continued success of Emeritus College.
15. Participate in the Cradle to Career Initiative and the Education Collaborative, collaborate with the City of Santa Monica in additional planning for the Early Childhood Education Center, and strengthen and expand programs, pathways, concurrent enrollment and partnerships that serve SMMUSD students.

Facilities and Sustainability

16. Improve maintenance of and maintain progress on all SMC facilities construction and transportation projects. Complete AET, PAC East Wing, and systems upgrades projects. Begin construction of Student Services, the Malibu Campus, and connections to the Central Plant.
17. Encourage use of Expo and facilitate pedestrian, bicycle, and bus access for students and staff.
18. Examine facilities needs, including maintenance, and future financing options for construction and facilities upgrades.

Discussed at Board Study Session 7/21/2015

Approved at Board of Trustees meeting 8/4/2015

**Academic Senate of Santa Monica College
2015-2016 Goals and Objectives**

GOAL 1. FOSTER A CAMPUS CULTURE OF LIVELY, INFORMATIVE DEBATE ON IMPORTANT ISSUES.

Strategic Objectives

- 1a. Revise Senate committee meeting policies to invite constituent comments as regulations and other policies are under development.
- 1b. Report frequently to the Academic Senate as regulations and other policies are being developed, submitting same to a vote when appropriate.
- 1c. Free up time for debate in the Academic Senate Body of the Whole by experimenting with a consent agenda.
- 1d. Free up time for debate in the Senate Executive Committee by giving the committee an advisory role in establishing agendas and, when appropriate, enabling committees to move forward to the Body of the Whole without a formal vote in Exec.
- 1e. Encourage and welcome different perspectives on agenda issues and make pros and cons integral to discussions and part of the minutes.
- 1f. Revise Senate bylaws to make it easier for senators to agendize issues.
- 1g. Invite and celebrate a diversity of perspectives on all Senate-related issues of interest to faculty and students—controversial and otherwise—making room for such in professional development presentations, workshops, and other venues.
- 1h. Strengthen the role of department-elected senators and elected-at-large senators.

GOAL 2. PROVIDE LEADERSHIP ON ALL 10+1 ISSUES.

Strategic Objectives

- 2a. Revise the bylaws and, if necessary, create standing rules.
- 2b. Improve the program review process.
- 2c. Ensure appropriate faculty participation in the accreditation process.
- 2d. Institutionalize and secure District funding for important faculty activities such as the Center for Teaching Excellence, Professional Development Staff, Retirement-Longevity Event, and attendance at state Academic Senate conferences and meetings.
- 2e. Promote the conversion of the library faculty leader position to a department chair position.
- 2f. Promote the conversion of the health sciences faculty leader position to a department chair position.
- 2g. Investigate augmenting professional development funding for faculty attending conferences.
- 2h. In the process of adopting and implementing Canvas as the college's course management system, ensure that faculty are central to the decision-making process.

GOAL 3. SECURE FINANCIAL INDEPENDENCE AND STABILITY FOR THE ACADEMIC SENATE.

Strategic Objectives

- 3a. Increase dues participation.
- 3b. Achieve line-item program status for the Academic Senate in the District's annual budget.
- 3c. Stabilize office employment environment via augmentation and enrichment.
- 3d. Increase reassigned time for Senate responsibilities to enable better leadership development.
- 3e. Augment all Senate budget categories, particularly travel to state conferences and meetings to enable better leadership development.

GOAL 4. PROVIDE LEADERSHIP IN ENSURING PROGRESS OVER TIME TOWARD THE 75/25 FULL-TIME HIRING GOAL.

Strategic Objectives

4a. Work with DPAC, the Budget Subcommittee, District senior management and the Board of Trustees to establish appropriate yearly benchmarks and commit adequate funding to ensure improvement over time in the percentage of credit hours taught by full-time faculty.

4b. Protect counselors and other non-instructional faculty by encouraging the spending of SSSP, Student Equity, and other funds on full-time counselors and other non-instructional faculty.

GOAL 5. IMPROVE SHARED GOVERNANCE ON JOINT COMMITTEES, ON DPAC, AND ON DPAC SUBCOMMITTEES.

Strategic Objectives

5a. Secure training for faculty and administrators serving on joint committees, on DPAC, and on DPAC subcommittees in reaching mutual agreement. Topics should include empowering committee members to make decisions, expectations of constituency members, and communication responsibilities.

5b. Establish committee ground rules for empowering joint and DPAC committees to enable them to reach mutual agreement.

Presentations/Reports/Actions at Board of Trustees Meetings

RELATED TO BOARD GOALS AND PRIORITIES

2012-2013, 2013-2014 (# indicated)

and

STRATEGIC INITIATIVES

2007-2008 – 2011-2012

- Basic Skills Initiative
- Global Citizenship
- Sustainable Campus
- Career Technical Education

2012-2013 – 2016-2017

- GRIT' (Growth/Resilience/Integrity/Tenacity)
- I³ (Institutional Imagination Initiative)

Date of Board Meeting	Major Presentation/Report/Action
June 2, 2015	Action: Public Hearing and Approval of Request from Property Lease Requirements (#15) Report: Special Programs – Guardian Scholars (#4) Action: Approval of New Full-Time Faculty (#5) Action: First Reading Board Policy Section 3122, Sexual Misconduct
May 5, 2015	Report: Student Scorecard/Institutional Effectiveness Partnership Initiative (#1) Action: Approval of New Full-Time Faculty (#5)
April 7, 2015	Report: Global Citizenship Annual Report, 2013-2014 Report: Community and Academic Relations (#12) Action: Resolution in Support of Assembly Bill 288 (#2, #3,, #14) Action: Revision to Vision, Mission and Goals Statement (#4) Action: Second Reading and Approval – Board Policy Section 6116, Debt Issuance (#6, #7) Action: Second Reading/Approval – Board Policy Section 6116, Debt Issuance (#6, #7) Action: Approval of New Full-Time Faculty (#5)
March 17, 2015 Study Meeting	Discussion: Completion Agenda/Creating Education Pathways (#3) Discussion: Academy of Entertainment and Technology; naming, branding, re-opening (#3)
March 3, 2015	Update: Baccalaureate Degree Pilot Program (#4) Update: LA HITECH Initiative (#3, #4) Report: MyEdPlan (#4) Report: GRIT' Action: First Reading – Board Policy Section 6116, Debt Issuance (#6, #7)
February 3, 2015	Update: Student Services Building (#15) Report: First Annual Equity Summit (#2) Action: Award of Bid – Security System Installation and Upgrade (#11)
January 13, 2015	Report: Counseling Update (#2) Report: SMC Transfer Program 2013-2014 (#2)
December 2, 2014	Report and Discussion: Early Childhood Education Center/Laboratory School (#12, #14, #15) Report and Action: Student Equity Plan (#1, #2)
November 5, 2014	Action: Acceptance of LA HITECH Grant (#3, #4) Report: Baccalaureate Degree Pilot Program (#4)
October 7, 2014	Action: Issuance and Sale of SMCCD General Obligation Bonds and Approving Certain Other Matters Relating to the Bonds (#15) Report: SMC In-District Enrollment Report (#12, #14)

September 2, 2014	Resolution: Authorized Reimbursement of Qualified Project Expenditures in Contemplation of a Future Tax-Exempt Financing (#15) Action: Adoption of 2014-2015 Budget (#6, #7, #8)
August 5, 2014	Report: Emergency Preparedness/Fire Alarms/Security Systems (#11) Action: Authorization to Procure Security System Upgrade through CMAS (#11) Action: Amendment to Agreement for Engineering Services for Security Systems Upgrade (#11) Report: Noncredit (Adult Education) Programs (#12, #13, #14) Action: Award of Bid – Health, PE, Fitness, Dance and Central Plant (#15)
July 1, 2014	Report: 2013-2014 Grants Office Annual Report (#10) Report: New Directions in Career and Technical Education (#3) Report: Student Services Building (#16)
June 3, 2014	Report: Title V (#2) Report: OPEB (#7) Action: Five-Year Construction Plan (#17)
May 6, 2014	Action: The Beijing Center for Chinese Studies Action: Award of Bid – Performing Arts Center East Wing (#16) Report: 2014 Institutional Effectiveness Update/Student Success Scorecard (#1) Action: Purchase of Broadcast Station KDB and Swap with Broadcast Station KQSC (#
April 1, 2014	Action: Contract with Big Blue Bus, 2014-2017(SI, #15)
March 4 2014	Report: Strategic Initiatives (GRIT and I ³) Action: Purchase of Broadcast Station KDB and Swap with Broadcast Station KQSC (#12)
February 4, 2014	Action: Receipt of 2012-2013 Audit Reports (#6) Report: Emergency Preparedness Update (#11)
January 14, 2014	Action: Energy Services Contracts (SI, #16) Report: Global Citizenship Initiative Annual Report, 2012-2013
December 10, 2013	Action: Resolution Approving, Authorizing and Directing the Preparation, Sale, Execution and Delivery of Certificates of Participation (#6, #16) Report: SMC Transfer Program 2012-2013 (#2) Report: Student Services Building Update (#16)
November 5, 2013	Update: Beijing Dance Festival, September 2013 Action: Amendment to Agreement with Blackboard Connect Ed (#11) Report: SMC Foundation (#10) Report: SMC and SMMUSD Collaborations Fall 2013 Update (#12, #14)
October 1, 2013	Report: Emergency Notification System Update (#11) Report: Enrollment Development (#2)
September 3, 2013	Action: Adoption of Budget (#6, #7, #8) Action: Other Post-Employment Benefits Funding Plan (#9) Action: Award of Bid – AET Campus and Parking Structure (#16) Action: Agreement for Engineering Services for Security Systems Upgrade (#11)
August 6, 2013	Action: Agreement for Mass Notification System (#11) Action: SMC Initiatives for Support Success of Student Veterans (#2) Report: Emeritus College Update (#13) Report: SMCCD Capital Outlay Program/Bond Construction Program (#16)
July 2, 2013	Recognition of Annual Global Citizenship Research Symposium (SI) Update: Professional Development Seminar in Beijing (SI) Action: Agreement for Architectural Services: Student Services Building (#16) Report: Overview of 2012-2013 Grant Funded Projects (#10)
June 4, 2013	Update: First Year Experience (#2) Report: STEM Initiative/Title V Building Foundations for Academic and Career Success Grant Update #2, #11) Action: Five- Construction Plan (#17) Action: Contract with Big Blue Bus, 2013-2014 (SI, #16)

May 7, 2013	Update: First Year Experience (#2) Action: New Faculty Positions (#5) Action: Real Estate Agreement for Exchange of Properties with City of SM and Expo (#17) Action: Resolution Authorizing Issuance of General Obligation Refunding Bonds (#17)
April 2, 2013	Report: Institutional Effectiveness Update and Student Success Scorecard (#1) Report: Community and Government Relations #13, #15) Update: Expo Light Rail Action: New Courses and Certificates (#2, #3)
March 5, 2013	Update: GRIT Action: The Beijing Center for Chinese Studies Report: Update on Strategic Initiative – GRIT (#2) Report: Actuarial Study of Retiree Health Liabilities, 2012 Update (#7, #8) Action: Award of Bid, Information Technology Relocation (#17) Action: Contracts for Marketing, Community Outreach and Recruitment (#7, #13, #15)
February 19, 2013	Board of Trustees Study Session on Basic Skills and Student Success
February 5, 2013	Action: Acceptance of Grant by KCRW Foundation ((#10) Report: Actuarial Study of Retiree Health Liabilities, 2012 Update (#7, #8)
January 15, 2013	Report: Global Citizenship Initiative
December 4, 2012	Report: Cradle to Career Initiative (#15) Report: Transfer Program (#2) Action: Issuance of 2012-2013 TRANS)#87)
November 13, 2012	Action: Resolution, Veterans Awareness Week (#2) Action: Agreement for Program and Construction Management for District Bond Construction Program (#17)
October 2, 2012	Report: Institutional Effectiveness and ARCC Report (#1) Report: Workforce and Economic Development (SI, #3)
September 6, 2012	Action: Adoption of 2012-2013 Budget (#7, #8 #9) Action: Energy Services Agreement with Compass Energy Solutions Action: Agreement for Architectural Services and Agreement for Consultant – Early Childhood Education Center (#17) Action: Energy Services Agreement (#17, #18) Report: Update, Student Services Building (#17)
July 17, 2012	Action: First Reading, Board Policy Sections 6335 and 6320, Facilities (#18) Action: Acceptance of Grants and Budget Augmentation (Title V) (#11) Report: Overview of 2011-12 Grant Funded Projects (#11)
June 5, 2012	Report: Campus Sustainability
June 5, 2012	Report: Basic Skills
June 5, 2012	Action: Contract with Big Blue Bus (renewal)
April 3, 2012	Action: Contract for Promotion-Editor Certificate and Degree (Promo Pathway) Program
February 5, 2012	Report: Digital Media Programs Report: Campus Bicycle Parking Plan
October 4, 2011	Update: Career Technical Education
September 6, 2011	Report: Global Citizenship Initiative

June 7, 2011	Update: Campus Sustainability
May 3, 2011	Report: Basic Skills Initiative
February 1, 2011	Report: California Works – Jobs in Recycling and Resource Management
October 5, 2010	Report: Career Technical Education
September 7, 2010	Report: Global Citizenship Initiative
August 3, 2010	Action: Resolution in Support of the “30/10 Plan” for Measure R Transit Projects
July 6, 2010	Action: Cooperative Work Experience Education Plan
June 1, 2010	Update: Campus Sustainability
May 4, 2010	Report: Basic Skills Initiative
October 6, 2009	Report: Workforce Development/Career Technical Pathways
July 7, 2009	Action: Contract with Big Blue Bus
June 2, 2009	Report: Global Citizenship
May 4, 2009	Report: Student Achievement, Basic Skills, Student Retention, Research
September 8, 2008	Report: Career Technical Education
August 11, 2008	Action: Energy Services Contract
May 12, 2008	Report: Sustainability
April 14, 2008	Report: Global Citizenship Resolution: Transportation Initiative
March 10, 2008	Report: Basic Skills Initiative
October 8, 2007	Report: Global Citizenship
August 13, 2007	Report: Transportation Initiative Report: Sustainable Campus

Santa Monica Community College District

Eight-Year Study of Institutional Objectives Mapped to Strategic Initiatives and Level of Completion

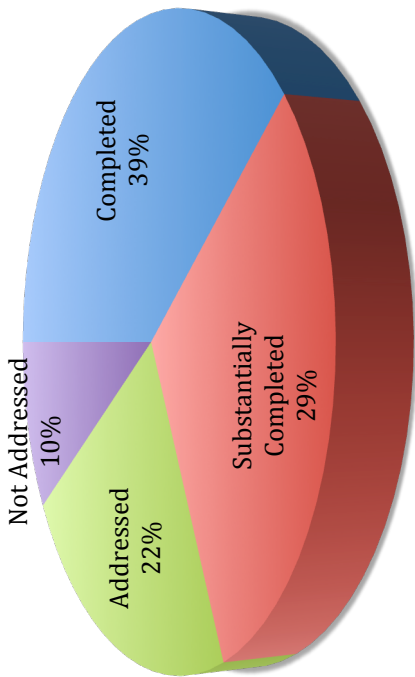
	Strategic Initiatives	Completion Status			
		Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education
		Completed	Substantially Completed	Addressed	Not Addressed
INSTITUTIONAL OBJECTIVES 2006-2007 <i>(Strategic Initiatives were not yet determined)</i>	1. To initiate a strategic planning process that will focus on the development of a shared vision for the College's future to enable a clearer articulation of its mission and goals and to drive planning activities that are directly linked to resource allocation.	✓			
	2. To develop and implement an enrollment development plan, with the full involvement of all campus constituencies.		✓		
	3. To develop and implement revenue and expenditure plans that will reduce over time the College's structural operating deficit and its reliance on FTEs "borrowing"		✓		
	4. To implement the District Planning and Advisory Council's recommendation to redesign and improve the College's website.	✓			
	5. To disseminate, evaluate, and discuss the recently completed environmental scan for vocational programs and develop recommendations for the Superintendent/President of the establishment of new vocational programs and the enhancement of existing ones.	✓			✓
	6. To strengthen infrastructure and accuracy of the ISIS catalog through review of data and technological improvements.	✓			
	7. To enhance student access through new and expanded non-credit course offerings.	✓			

	Strategic Initiatives	Completion Status			
		Global Citizenship	Sustainable Campus	Vocational Education	Not Addressed
INSTITUTIONAL OBJECTIVES 2006-2007 <i>(Strategic Initiatives were not yet determined)</i>	Basic Skills Initiative				
	8. To explore enrollment development opportunities through expanded use of alternative delivery methods, such as Distance Education and Dual Enrollment.		✓		
	9. To use point-of-cost service surveys to measure student learning outcomes for all student services areas.			✓	
	10. To begin assessment of the student learning outcomes established for the student support areas of the College.			✓	
	11. To develop a prospect tracking database to monitor and analyze activities designed to attract students and to evaluate their effectiveness and efficiency in achieving targets for enrolling and student participation		✓		
	12. To communicate the importance of student equity issues across all campus constituencies.	✓			✓
	13. To establish an implementation timeline for changing the minimum Associate in Arts degree requirement in English to a college-level English course, as mandated by the recent change in Title 5 regulations.		✓		
	14. To increase the number of full-time faculty members at the College to make progress towards the AB 1725 goal of a 75%/25% full time/part time ratio.				✓
	15. To develop and implement and improved system of information sharing that keeps all constituency groups of the College informed about fiscal matters, on a timely basis, through the Budget Planning Committee and the District Planning and Advisory Council.			✓	
	16. To develop and implement a more precise and accurate budgetary reporting system that reduces the variances between projected revenues and expenditures during the fiscal year and actual ending revenues and expenditures.			✓	
	17. To develop and implement a more extensive orientation process for newly hired classified employees.				✓

	Strategic Initiatives				Completion Status			
	Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education	Completed	Substantially Completed	Addressed	Not Addressed
INSTITUTIONAL OBJECTIVES 2006-2007 <i>(Strategic Initiatives were not yet determined)</i>								
18. To complete review of health benefit options (including those for retirees) by the Health benefits Committee and make a final recommendation on the options(s) that provide the most comprehensive benefits at a reasonable cost.					✓			
19. To facilitate District implementation of the Hay Classification Study.							✓	
20. To develop and implement a diversity hiring plan based upon the model plan provided by the Chancellor's Office.							✓	
21. To conduct an assessment of classified staffing needs, taking into account current vacancies, increased demand on current staff, new campus facilities coming on line, and anticipated retirements in order to make recommendations for adequate staffing levels.								✓
22. To consider establishment of an employee “ombuds” office to provide conciliation, mediation, and confidential “listening ear” services for faculty and staff.								✓
23. To research, evaluate, and develop a feasible plan and technical road map to migrate existing college departmental data files into a centralized internet –accessible storage location.					✓			
24. To research evaluate, and develop a college directory structure to consolidate multiple accounts/logins into one centralized repository.						✓		
25. To evaluate the existing college server farm infrastructure; study Blade physical servers, virtual servers, and other new technologies; and develop plans to migrate the current segmented per-server per-function approach to a more consolidated and higher availability environment.			✓		✓			
26. To research, evaluate and plan for a campus network backbone infrastructure migration, with a goal of enhancing the bandwidth and capacity for the internal college network and the College's internet through- put.						✓		
27. To establish an Internal Review Board to oversee human subjects research at Santa Monica College, thus maintaining compliance with federal grant requirements.							✓	
28. To develop written procedures for effective grant development and management, including fiscal procedures, purchasing processes, and reporting compliance.							✓	
29. To complete the online work order system.						✓		

	Strategic Initiatives	Completion Status			
		Completed	Substantially Completed	Addressed	Not Addressed
INSTITUTIONAL OBJECTIVES 2006-2007 <i>(Strategic Initiatives were not yet determined)</i>	Basic Skills Initiative				
	Global Citizenship				
	Sustainable Campus	✓			
	Vocational Education			✓	
30. To develop campus directional signage on all campuses to facilitate navigation of facilities by students staff and visitors.					
31. To replace existing energy management systems (generators) and heating systems (boilers) to address new AQMD requirements.		✓			
TOTALS					
31 Institutional Objectives	2	12	9	7	3

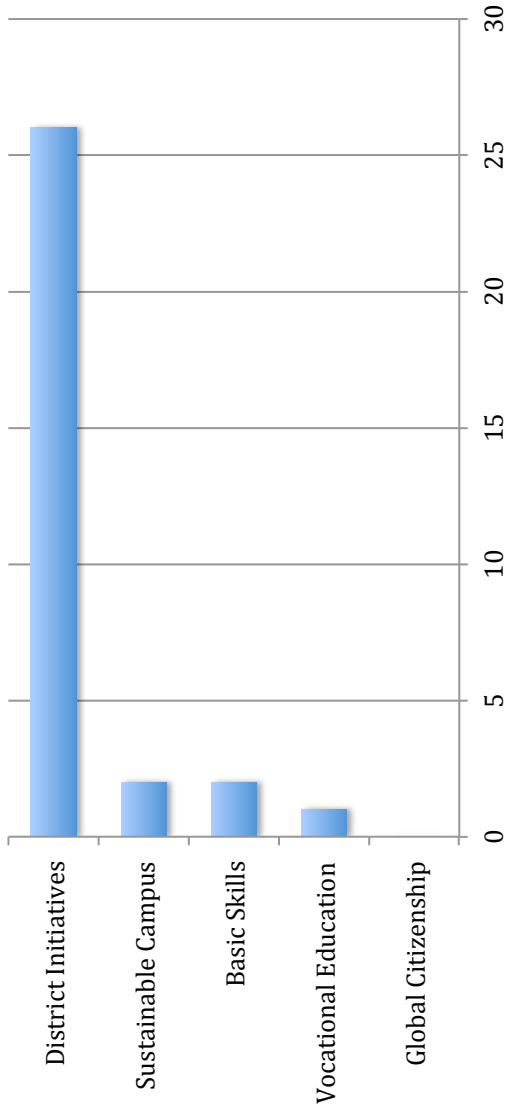
Institutional Objectives, 2006-2007 Level of Completion



31 Institutional Objectives

- 12 Completed
- 9 Substantially Completed
- 7 Addressed
- 3 Not Addressed

Institutional Objectives, 2006-2007 Related to Overall Mission and Strategic Initiatives*



31 Institutional Objectives

- 26 Overall SMCCD Mission
- 2 Sustainable Campus
- 2 Basic Skills
- 1 Vocational Education
- 0 Global Citizenship

**The Strategic Initiatives had not yet been determined*

Santa Monica Community College District

Eight-Year Study of Institutional Objectives Mapped to Strategic Initiatives and Level of Completion

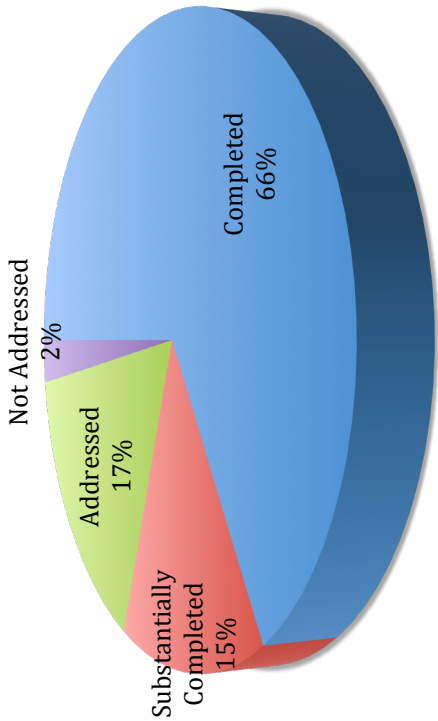
	Strategic Initiatives				Completion Status			
	Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education	Completed	Substantially Completed	Addressed	Not Addressed
INSTITUTIONAL OBJECTIVES 2007-2008								
1. To develop three to five strategic initiatives and action plans.					✓			
2. To review the College's Vision, Mission, and Goals statements and revise them as needed.					✓			
3. To develop institutional learning outcomes and incorporate them into the revision of the College's Vision, Mission, and Goals statements					✓			
4. Begin planning for the 2010 accreditation self-study process.					✓			
5. To develop and implement a revenue and expenditure plan that will address the loss of base revenue that will result from the "payback" of borrowed FTES in 2008-2009.					✓			
6. To develop institutional research priorities in concert with all areas of the College.						✓		
7. To further develop noncredit curriculum and implement a timeline for the implementation of the CAHSEE (California High School Exit Exam) Grant work plans	✓				✓			
8. To complete the district plan and timelines for implementing the Basic Skills Initiative.	✓				✓			
9. To explore new enrollment development opportunities through expanded use of satellite facilities, new or expanded occupational programs, and increased use of multiple short-term modules.	✓		✓	✓	✓			
10. To develop and implement a comprehensive student communication plan designed to optimize student enrollment and retention.						✓		
11. To develop and implement a comprehensive, online student early alert program (PASS—Preliminary Assessment of Student Success) to identify and assist students who are at risk academically and return them to successful standing by providing essential follow-up activities.	✓				✓			

	Strategic Initiatives	Completion Status			
		Global Citizenship	Sustainable Campus	Vocational Education	Not Addressed
INSTITUTIONAL OBJECTIVES 2007-2008	Basic Skills Initiative				
12. To augment and improve assessment/placement testing modes of delivery to accommodate student testing at off-campus locations.					Completed
13. To increase the number of full-time faculty members at the College to make progress towards the AB 1725 goal of a 75%/25% full-time/part-time ratio.					Completed
14. To gather further data to inform discussions of expansion or addition of vocational programs beyond those currently being planned.				✓	Completed
15. To complete the development of student learning outcomes for each student services area, assess these outcomes, and implement change based upon the assessment results.					Completed
16. To gather further data on the retention, persistence, and success of SMC students and to implement new strategies to improve these numbers.	✓				Addressed
17. To formulate a Title V Institutional Grant Advisory Board that will review the progress of the current grant effort and recommend a direction for the next Title V Institutional grant.	✓			✓	Addressed
18. To increase services for distance education and online counseling.					Completed
19. To establish a plan to “reframe” the current Liberal Arts—Transfer Associate in Arts Degree as mandated by the recent change in Title 5 regulations.					Completed
20. To support the development of a new Associate in Arts degree requirement in “Global Citizenship,” as developed by the Curriculum Subcommittee of the Global Education Task Force.		✓	✓		Completed
21. To develop and implement an improved system for procurement and payment that reduces delay times in ordering and payment and relies more on technology/electronic records instead of the traditional paper records.					Addressed
22. To develop and implement a system that increases the availability of budgetary records to all cost centers so that departments can make budgetary decisions based on the latest information.					Substantially Completed
23. To develop and implement for all Fiscal Services departments websites that will have online forms, policy and procedure manuals, and up-to-date information.					Addressed
24. To review Human Resources Board Policies and Administrative Regulations for currency and relevancy and establish an update schedule					Addressed

		Strategic Initiatives				Completion Status			
		Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education	Completed	Substantially Completed	Addressed	Not Addressed
INSTITUTIONAL OBJECTIVES 2007-2008									
in consultation with the Academic Senate Joint Personnel Policies Committee and other relevant participatory governance bodies									
25.	To improve the customer service of the Human Resources Office. (Human Resources)					✓			
26.	To improve the operating systems used within the Office of Human Resources and the Personnel Commission.					✓			
27.	To develop and implement a more extensive orientation process for newly hired classified employees.						✓		
28.	To improve recruitment processes so that the duration between approved recruitment process and hire is significantly reduced					✓			
29.	To increase end-user technology training opportunities and effective online documentation.							✓	
30.	To phase in the implementation of planned projects from 2006-2007, including the campus network upgrade project, the internet bandwidth upgrade project, the central data storage system, the single sign-on project, and the server consolidation project.					✓			
31.	To implement the workstation replacement plan and instructional technology initiatives to ensure equitable access to technology tools and effective access to technology resources for students, faculty, and staff.						✓		
32.	To develop a process for including ongoing technology maintenance and replacement costs in budget planning whenever new technology (such as smart classroom technology in new buildings) is added anywhere in the college.							✓	
33.	To expand the College's educational collaboration with the Santa Monica-Malibu Unified School District and begin development of the High School Transfer Academy and Early College High School.			✓			✓		
34.	To improve communication and relationships with feeder high schools.					✓			
35.	To build upon current and develop new community and government relationships at the local, state, and national levels					✓			
36.	To work with Big Blue Bus, the City of Santa Monica, and other entities to implement additional bus routes and other plans for the next phase of the transportation initiative.			✓		✓			
37.	To complete the feasibility study for converting college electrical systems to solar power and take the results into consideration for future planning.			✓		✓			

	Strategic Initiatives	Completion Status			
		Completed	Substantially Completed	Addressed	Not Addressed
INSTITUTIONAL OBJECTIVES 2007-2008	Basic Skills Initiative				
	Global Citizenship				
	Sustainable Campus				
	Vocational Education				
38. To develop projected maintenance and staffing costs for new buildings and implement a process for including these in budget planning.				✓	
39. To develop a priority list for facility planning beyond that for the Student Services Building					
40. To develop a plan to address staffing needs created by bringing new facilities on line				✓	
41. To work collaboratively with professional architects to complete the planning of a new Student Services building that will reflect innovative ways to deliver services to students in a more efficient and user-friendly manner.				✓	
TOTALS 41 Institutional Objectives	6	1	5	3	27
					6
					7
					1

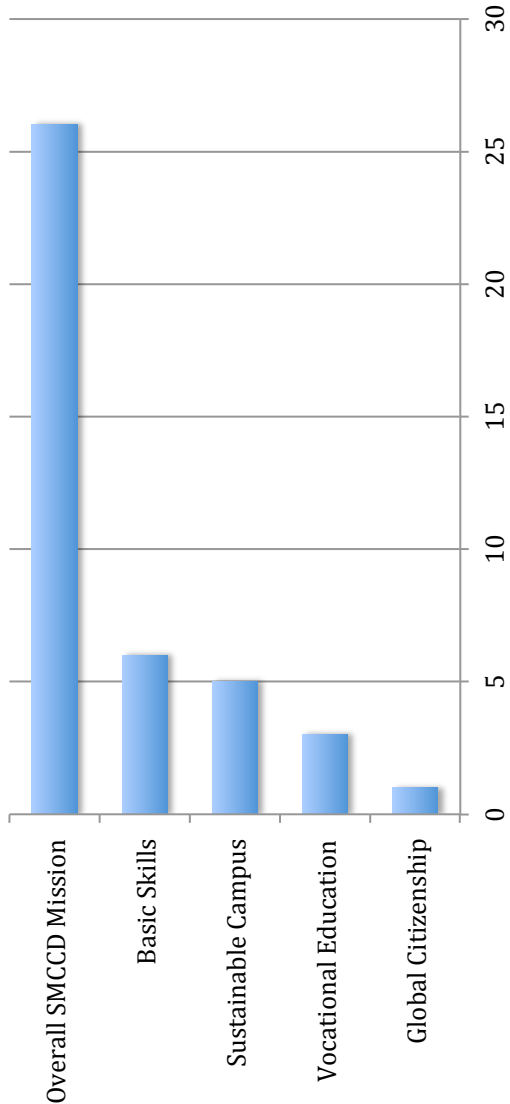
Institutional Objectives, 2007-2008 Level of Completion



41 Institutional Objectives

27 Completed
6 Substantially Completed
7 Addressed
1 Not Addressed

Institutional Objectives, 2007-2008 Related to Overall Mission and Strategic Initiatives



41 Institutional Objectives

26 Overall SMCCD Mission
6 Basic Skills
5 Sustainable Campus
3 Vocational Education
1 Global Citizenship

Santa Monica Community College District

Eight-Year Study of Institutional Objectives Mapped to Strategic Initiatives and Level of Completion

	Strategic Initiatives				Completion Status			
	Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education	Completed	Substantially Completed	Addressed	Not Addressed
INSTITUTIONAL OBJECTIVES 2008-2009								
1. To complete the first draft of the Accreditation 2010 Institutional Self-Study to allow for an ample review period in early Fall 2009 so that input from the entire college community can be considered before finalizing and submitting the document.					✓			
2. To make progress toward filling vacant classified positions.					✓			
3. To develop a feasible disaster recovery and business continuity plan for mission critical technology services.			✓				✓	
4. To identify a strategic vision for the Grants Office that supports institutional goals and objectives and best utilizes limited resources.							✓	
5. To reframe all Associate in Arts degrees to fit within the parameters of the recent change in Title 5 regulations, highlighting the major or “area of emphasis” of at least 18 units.					✓			
6. To infuse the ideas of global citizenship throughout the curriculum and expand the number of courses that satisfy the Global Citizenship Associate in Arts Degree requirement through the Academic Senate Joint Curriculum Committee approval process.		✓			✓			
7. To expand staff development and training opportunities for Distance Education faculty.					✓			
8. To integrate course level, program level, and institutional level student learning outcomes in a systematic way in all academic departments.					✓			

INSTITUTIONAL OBJECTIVES

2008-2009

INSTITUTIONAL OBJECTIVES 2008-2009	Strategic Initiatives				Completion Status			
	Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education	Completed	Substantially Completed	Addressed	Not Addressed
9. To work with the Santa Monica-Malibu Unified School District in outreach and recruitment for the second cohort of students for the Young Collegians Program and development of the Global Sustainability, Environmental Sciences and Technology small high school						✓		
10. To evaluate assessment options that provide noncredit Basic Skills and ESL students multiple paths of entry into non-credit programs including, if appropriate, a valid assessment instrument.	✓						✓	
11. To create, through faculty collaboration, better pathways between the not-for credit Intensive English Program and the credit ESL program.	✓					✓		
12. To develop Study Abroad policies and procedures, such as a procedure for the design and approval of offerings, including achievable outcomes of each offering and the reporting of those outcomes; a submission process for logistical assistance; and a process for reconciling fiscal matters.		✓				✓		
13. To develop a long-term plan to make progress toward the AB 1725 goal of a 75%/25% full-time/part-time ratio by increasing the number of full-time faculty members on an annual basis.						✓		
14. To identify workforce development needs of local industry sectors and develop new course offerings or market existing programs to them. (				✓	✓			
15. To develop a wider menu of short-term course offerings that will include non-credit vocational courses and customized industry-driven training activities.				✓			✓	
16. To develop strategies for tracking vocational students after they completed or leave a program.				✓			✓	
17. To increase instructional support staff for Basic Skills and Vocational Education.	✓			✓	✓			
18. To implement a pilot program of providing library instructional services to students at satellite sites.					✓			
19. To develop and implement the next phase of the Early Alert System to create an interface with tutoring services and the Student Affairs workshop calendar, which includes presentations on student success topics, such as selecting a major, time management, test-taking strategies, and writing the UC personal statement.						✓		
20. To institutionalize Early Alert training as part of new faculty orientation.					✓			
21. To create a more supportive environment for prospective and new students in the admission and orientation process for international students.					✓			

INSTITUTIONAL OBJECTIVES 2008-2009	Strategic Initiatives				Completion Status			
	Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education	Completed	Substantially Completed	Addressed	Not Addressed
22. To implement an advanced financial aid software solution that will improve the College's ability to process aid applications, to download and transmit electronic federal and state data, and to communicate with aid applicants on the status of their applications and awards.					✓			
23. To promote interaction between international and other students at the College and expand student participation in SMC Study Abroad programs.		✓			✓			
24. To provide professional development for faculty and staff in the infusion of global citizenship ideas throughout the curriculum and in promoting interaction between international and other students at the College.		✓			✓			
25. To promote and encourage a comprehensive approach to campus wellness and safety by expanding student psychological services, increasing the campus awareness of the Crisis Prevention Team, distributing a revised Emergency Preparedness Manual, and facilitating campus trainings on emergency response systems.					✓			
26. To measure the effectiveness and impact of counseling services, special programs, student activities and college athletics by working with the Institutional Research Office to analyze relevant retention, persistence, and student success data.					✓			
27. To convene a new Title V Institutional Grant Advisory Board that will review the progress of the current grant effort and recommend a direction for the next Title V Grant application to be submitted in Spring 2009.	✓				✓			
28. To expand linkages between counseling services and basic skills and vocational instructional programs.	✓				✓			
29. To encourage the development of student initiated projects that promote civic engagement and demonstrate the global impact of local politics							✓	
30. To review the organization and delivery of all tutoring services offered across the College and look for ways to expand the breadth of tutoring offered and access at all college sites.	✓						✓	
31. To eliminate the College's operating deficit over the next three years through enrollment development, budget discipline, and enterprise opportunities.						✓		
32. To establish organizational integrity and stability in the Business and Administration area by recruiting for key vacant leadership positions.					✓			

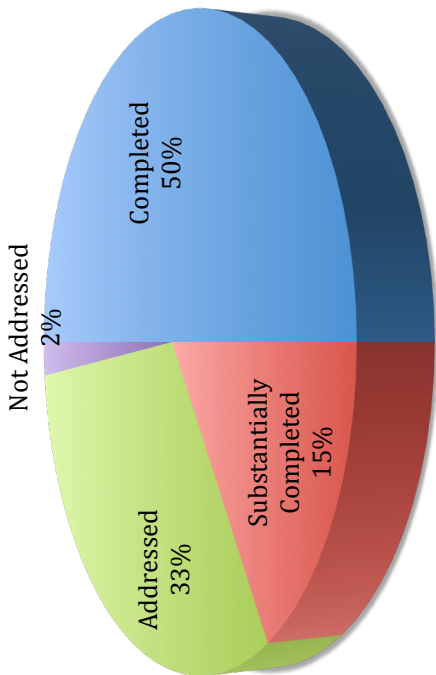
		Strategic Initiatives				Completion Status			
		Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education	Completed	Substantially Completed	Addressed	Not Addressed
INSTITUTIONAL OBJECTIVES 2008-2009									
33.	To develop and implement a new system of reconciliation methods and practices that reduce the number of errors related to the Human Resources System (HRS) and employee databases.								✓
34.	To develop projected maintenance and staffing costs for new buildings and sustainability efforts and implement a process for including these in budget planning.			✓				✓	
35.	To maximize student enrollment by making the enrollment process as efficient as possible, while also focusing on student success.							✓	
36.	To develop a process for including ongoing technology maintenance and replacement costs in budget planning whenever new technology (such as smart classroom technology in new buildings) is added anywhere in the College.			✓				✓	
37.	To update the College's Facility Master Plan and conduct an environmental analysis regarding potential future bond projects.			✓				✓	
38.	To coordinate the start of construction for a pilot solar project with associated facility energy savings projects.			✓			✓		
39.	To hire permanent classified staff to support sustainability initiatives.			✓			✓		
40.	To implement plans for a modernized Information Technology data center and virtualized server infrastructure to minimize energy and physical space utilization and maximize technology services.			✓			✓		
41.	To work with local and state governmental agencies and the larger community in advocacy for a Santa Monica College station for the Expo light rail and develop plans to encourage student and staff use of rail and other alternate transportation modes.			✓			✓		

INSTITUTIONAL OBJECTIVES

2008-2009

	Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education	Completed	Substantially Completed	Addressed	Not Addressed
42. To coordinate and communicate transportation and parking initiatives to the entire college community.			✓		✓			
43. To develop an enhanced master calendar system for the scheduling of performances and events in all performance venues, including those at the new SMC Performing Arts Center.							✓	
44. To develop and implement for all Fiscal Services departments websites that will have online forms, policy and procedure manuals, and up-to-date information.							✓	
45. To review, revise, and complete Board Policies and Administrative Regulations in Business and Facilities (Section 6000).							✓	
46. To implement a self-service data depot that supports program review needs for faculty and staff use.							✓	
47. To reorganize the structure of the Human Resources Office to ensure that all operational functions are conducted properly and in compliance with District and legal parameters							✓	
48. To explore the use of document imaging technology as a means of improving record keeping, enabling a better tracking system for the retention and disposal of records as required by law, and making better use of the limited physical space in the Human Resources Office.					✓			
49. To prioritize a Personnel Commission review of Human Resources staff positions to ensure proper alignment for providing effective, functional, and timely support for internal and external customers.					✓			
50. To develop and implement an online application process for academic positions to streamline search efforts and to enable more timely applicant response.							✓	
51. To further develop and enhance the SMC website content management system and make use of information gathered from focus groups including students, staff, and other end-users. (							✓	
52. To develop a grant development flow chart that clarifies the process for identifying, developing, applying for, and managing a grant.						✓		
TOTALS 52 Institutional Objectives	6	4	9	4	26	8	17	1

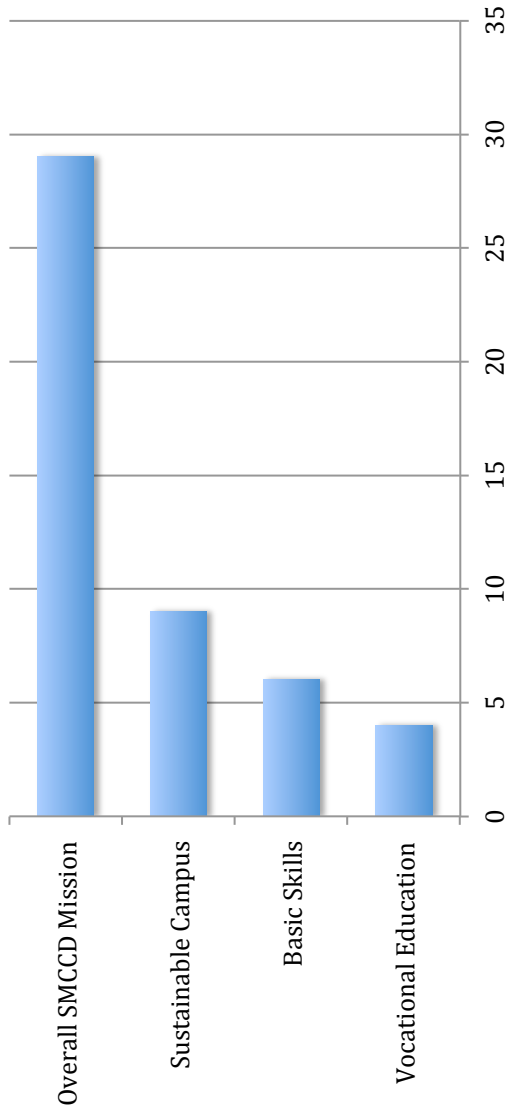
Institutional Objectives, 2008-2009 Level of Completion



52 Institutional Objectives

26 Completed
8 Substantially Completed
17 Addressed
1 Not Addressed

Institutional Objectives, 2008-2009 Related to Overall Mission and Strategic Initiatives



52 Institutional Objectives

29 Overall SMCCD Mission
9 Sustainable Campus
6 Basic Skills
4 Global Citizenship
4 Vocational Education

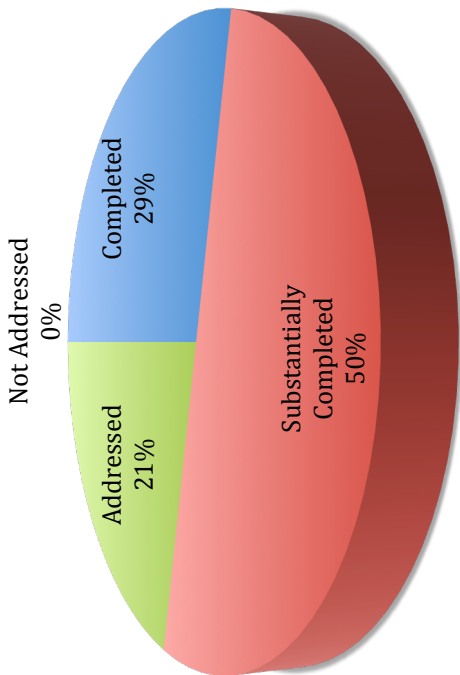
Santa Monica Community College District

Eight-Year Study of Institutional Objectives Mapped to Strategic Initiatives and Level of Completion

	Strategic Initiatives				Completion Status			
	Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education	Completed	Substantially Completed	Addressed	Not Addressed
INSTITUTIONAL OBJECTIVES 2009-2010								
1. Enhance the academic success of students in basic skills through the design and implementation of instructional and student support services.	✓						✓	
2. Develop a long-term plan to make progress toward the AB 1725 goal of a 75%/25% full-time/part-time ratio by increasing the number of full-time faculty members on an annual basis.							✓	
3. Present a collegewide plan for the funding, implementation and maintenance of Career Technical programs.				✓	✓			
4. Create a mandatory online FERPA training for all staff who have access to student educational records.						✓		
5. Implement the new Asian American Pacific Islander Achievement (AAPIA) Project.		✓			✓			
6. Improve the services offered to first-year students by updating and enhancing the content and delivery of the online orientation program.						✓		
INSTITUTIONAL OBJECTIVES 2009-2010								
7. Develop a comprehensive two-year plan for all categorical programs (DSPS, EOPS, CalWORKs, and Matriculation) that addresses: a. Guidelines set by the Chancellor's Office,	Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education	Completed	Substantially Completed	Addressed	Not Addressed
						✓		

	Strategic Initiatives				Completion Status			
	Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education	Completed	Substantially Completed	Addressed	Not Addressed
INSTITUTIONAL OBJECTIVES 2009-2010								
b. Budget reductions c. Possible integration of services, and d. Review of services provided and strategic support by the general fund and other funding sources.								
8. Ensure that grant applications reflect and support the College's institutional goals and strategic initiatives and include adequate support for research and other grant administration functions.					✓			
9. Develop and implement a new system of reconciliation methods and practices that reduce the number of errors related to the Human Resources System (HRS) and employee databases.							✓	
10. To develop and implement a new system to centralize the coordination and processing of contracts.			✓			✓		
11. Develop a comprehensive disaster preparedness training program for all staff, faculty, and administration relative to the National Incident Management System (NIMS) and Standardized Emergency Management System (SEMS-CA).					✓			
12. Improve currency, accuracy and accessibility of the SMC website.						✓		
13. Develop collegewide understanding and implementation of SLO assessment processes in order to make progress towards "proficiency" in this area by 2012.						✓		
14. Increase understanding, interpretation and utilization of data by program staff for the purpose of program improvement.						✓		
TOTALS 14 Institutional Objectives	1	1	1	1	4	7	3	0

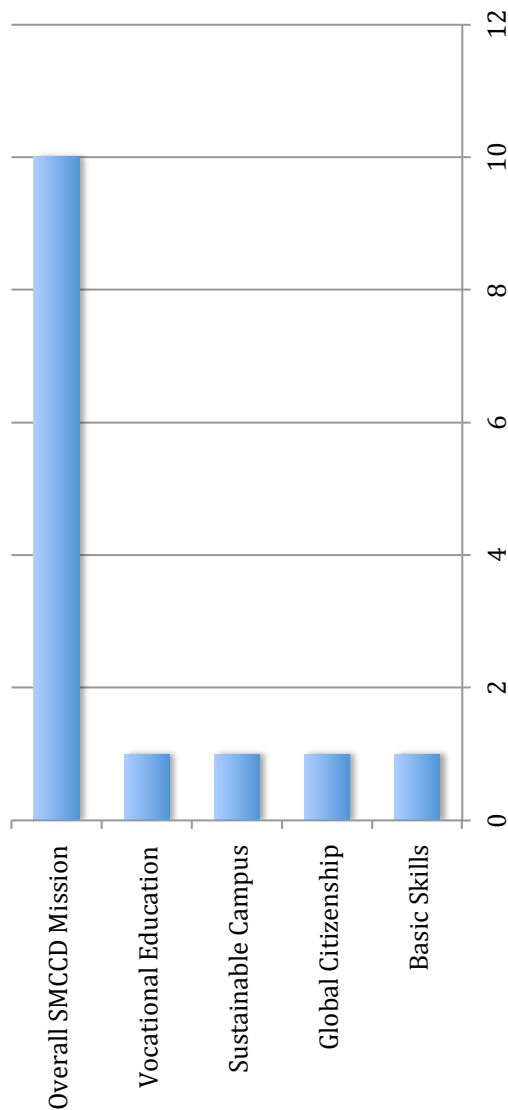
Institutional Objectives, 2009-2010 Level of Completion



14 Institutional Objectives

4 Completed
7 Substantially Completed
3 Addressed
0 Not Addressed

Institutional Objectives, 2009-2010 Related to Overall Mission and Strategic Initiatives



14 Institutional Objectives

10 Overall SMCCD Mission
1 Vocational Education
1 Sustainable Campus
1 Global Citizenship
1 Basic Skills

Santa Monica Community College District

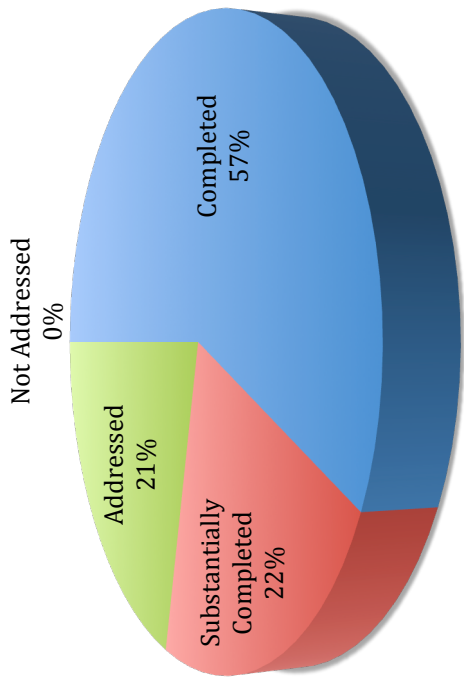
Eight-Year Study of Institutional Objectives Mapped to Strategic Initiatives and Level of Completion

	Strategic Initiatives				Completion Status			
	Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education	Completed	Substantially Completed	Addressed	Not Addressed
INSTITUTIONAL OBJECTIVES 2010-2011								
1. Develop a mechanism for ongoing assessment of the overall institutional planning process and its many components to be used in the strategic planning update scheduled to begin in Fall 2011.							✓	
2. Complete the Institutional Effectiveness Matrix for incorporation into the <i>Master Plan for Education</i> , beginning with the 2011-2012 update.					✓			
3. Analyze results from the recently completed regional economic scan to examine the viability of both current and potential SMC Career Technical Education programs.				✓	✓			
4. Develop and implement with a plan for evaluation revenue-generating educational initiatives and partnerships that enhance and support the college's commitment to its mission in order to maintain or expand the instructional offering and services for all students.					✓			
5. Implement the online curriculum management system.			✓			✓		
6. Identify the true costs associated with bringing new facilities online and maintaining all elements of the College's infrastructure, including technology.			✓			✓		
7. Develop a consistent means for tracking student use of tutoring, supplemental instruction and other instructional support services.	✓					✓		
8. Assess current professional development activities to inform the development of a formal professional development plan for implementation in 2011-2012.							✓	
9. Develop a District-wide professional code of ethics that is aligned with the College's mission, vision, values and goals and reflective of activity to support continuous improvement in all instructional,					✓			

	Strategic Initiatives	Completion Status			
		Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education
		Completed	Substantially Completed	Addressed	Not Addressed
		Completed	Substantially Completed	Addressed	Not Addressed
INSTITUTIONAL OBJECTIVES 2010-2011					
operational, and service areas.					
10. Implement the comprehensive disaster preparedness plan training program for all staff, faculty, and administration relative to the National Incident Management System (NIMS) and Standardized Emergency Management System (SEMS-CA).		✓			
11. Determine the impact Basic Skills Initiative programs have had on pre-college students' basic skills course completion rates, and basic skills improvement rates. <i>Reference: 2009-2010 Institutional Objective #1: Enhance the academic success of students in basic skills through the design and implementation of instructional and student support services</i>	✓	✓			
12. Use the ongoing Management Information Systems analysis of computer system (ISIS, HRS, and County Peoplesoft) communication issues to develop mechanisms that reduce the number of errors related to the Human Resources System (HRS) and employee databases. <i>Reference: 2009-2010 Institutional Objective #9: Develop and implement a new system of reconciliation methods and practices that reduce the number of errors related to the Human Resources System (HRS) and employee databases.</i>				✓	
13. Implement the planned upgrade of the SMC website. <i>Reference: 2009-2010 Institutional Objective #12: Improve currency, accuracy and accessibility of the SMC website.</i>	✓	✓			
14. Implement the pilot ISIS portal program for collecting student learning outcomes data in Fall 2010, assess the pilot program at the end of Fall 2010 and make modifications determined necessary in Spring 2011. <i>Reference: 2009-2010 Institutional Objective #13: Develop college-wide understanding and implementation of SLO</i>		✓			

	Strategic Initiatives	Completion Status			
		Completed	Substantially Completed	Addressed	Not Addressed
INSTITUTIONAL OBJECTIVES 2010-2011	Basic Skills Initiative	2	0	3	1
<i>assessment processes in order to make progress towards “proficiency” in this area by 2012.</i>					
TOTALS 14 Institutional Objectives		8	3	3	0

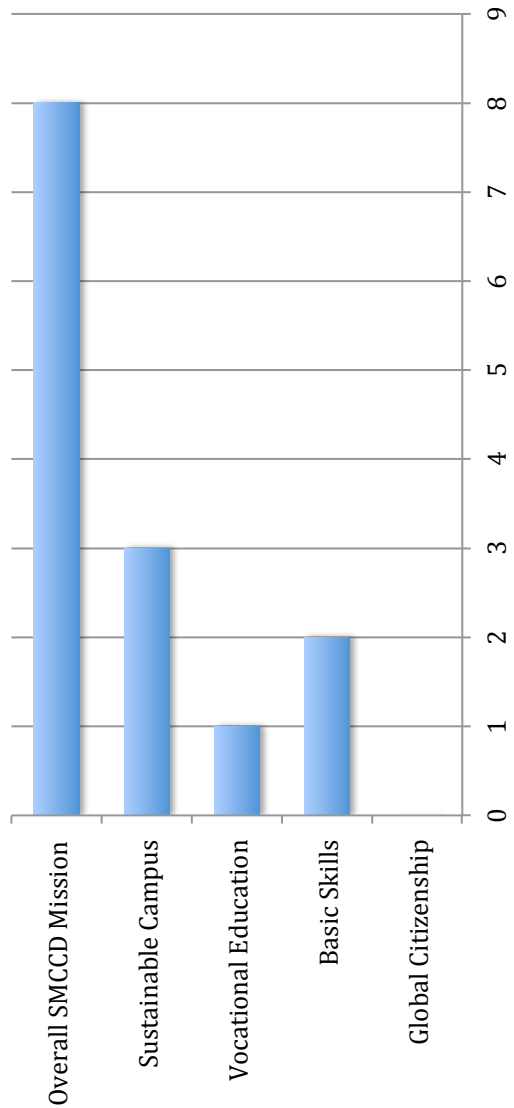
Institutional Objectives, 2010-2011 Level of Completion



14 Institutional Objectives

8 Completed
3 Substantially Completed
3 Addressed
0 Not Addressed

Institutional Objectives, 2010-2011 Related to Overall Mission and Strategic Initiatives



14 Institutional Objectives

8 Overall SMCCD Mission
3 Sustainable Campus
2 Basic Skills
1 Vocational Education
0 Global Citizenship

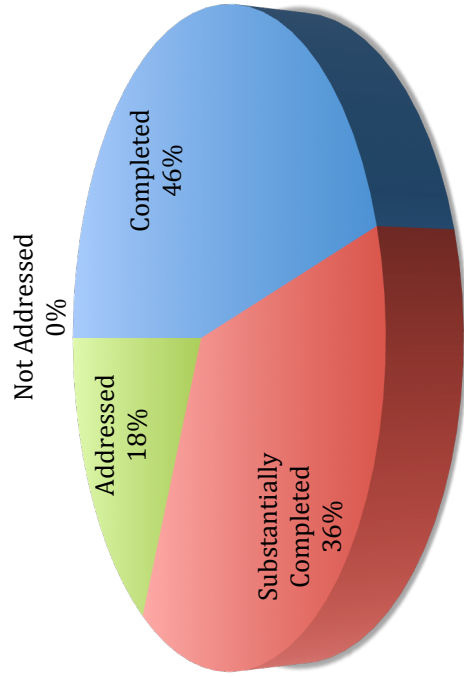
Santa Monica Community College District

Eight-Year Study of Institutional Objectives Mapped to Strategic Initiatives and Level of Completion

	Strategic Initiatives				Completion Status			
	Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education	Completed	Substantially Completed	Addressed	Not Addressed
INSTITUTIONAL OBJECTIVES 2011-2012								
1. To complete the development of the “institutional dashboard” and use this along with other tools to evaluate program and institutional effectiveness and as a basis for providing training to members of the college community on the use of data.						✓		
2. To develop and implement a plan to avoid an operating deficit.							✓	
3. To develop and implement a plan to institutionalize ongoing funding for the maintenance of technology, instructional equipment, and facilities.						✓		
4. To develop a comprehensive transportation plan that builds upon the “Any Line, Any Time” public transportation initiative and includes other public transportation initiatives, bicycle support, vanpool and carpool programs, and other alternative modes of transportation.			✓		✓			
5. To support the signing of the ‘The Democracy Commitment’ by reviewing college programs, activities and curricular offerings to determine what is currently being done in support of students’ civic learning, civic engagement and democratic practice in order to provide a baseline for any future related practices and projects.		✓			✓			
6. To develop short-term strategies and a long-term plan toward ensuring appropriate access to tutoring, including possible space allocations, and uniformity in service delivery and staff training.	✓					✓		

7. To implement the findings of the 2010-2011 Basic Skills research project by institutionalizing the use of the three strategies—Writing Center, Supplemental Instruction, and Tutoring Centers—found to have a significant impact on student retention and success.	✓				✓												
8. To develop a plan to define and implement standards for appropriate operations and maintenance of new buildings.			✓				✓										
9. To develop a comprehensive plan that sets annual priorities for institutional resource development in fundraising as well as grants and other types of federal, state, local, and private funding..											✓						
10. To implement annual delivery of standardized training for all college staff engaged in data entry involving either of the two human resources information systems (HRS and ISIS) to reduce the error rate and ensure data integrity.											✓						
11. To create and implement a District-wide professional development plan that includes a teaching and learning needs assessment for faculty development and incorporates CSEA professional development committee recommendations for classified staff development.																✓	
TOTALS 11 Institutional Objectives	2	1	2	0	5	4	2	0	5	4	2	0	0	0	0	0	0

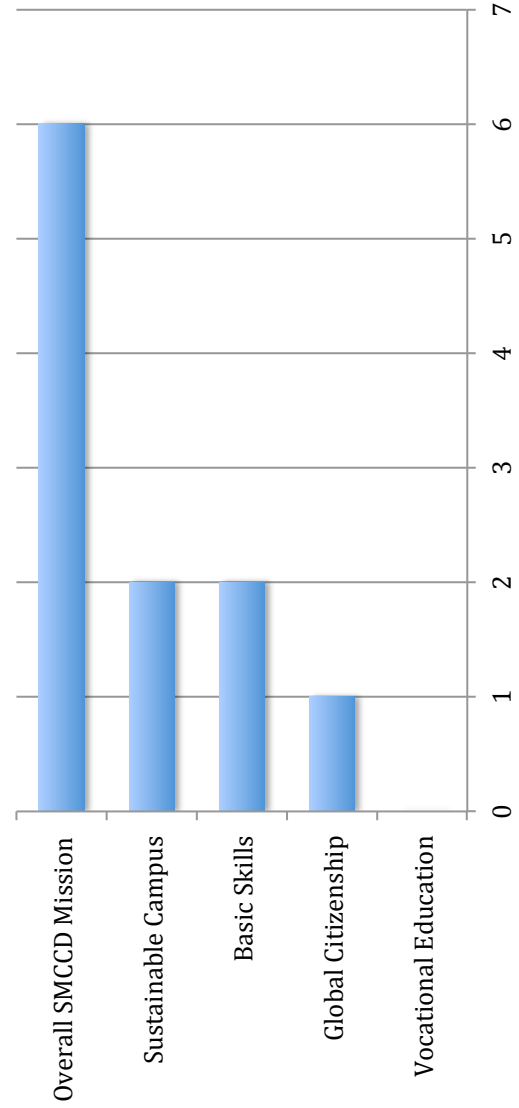
Institutional Objectives, 2011-2012 Level of Completion



11 Institutional Objectives

5 Completed
4 Substantially Completed
2 Addressed
0 Not Addressed

Institutional Objectives, 2011-2012 Related to Overall Mission and Strategic Initiatives



11 Institutional Objectives

6 Overall SMCCD Mission
2 Sustainable Campus
2 Basic Skills
1 Global Citizenship
0 Vocational Education

Santa Monica Community College District

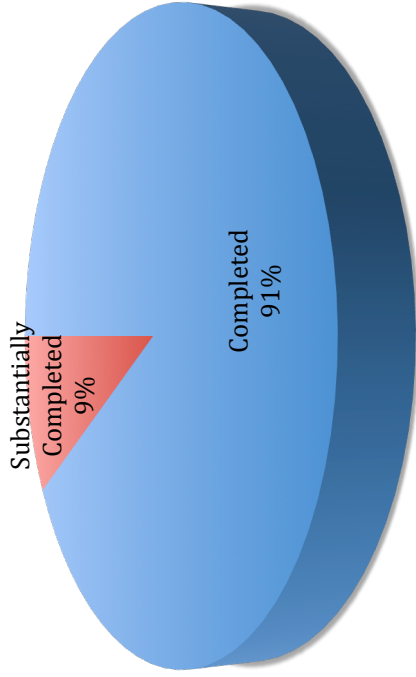
Eight-Year Study of Institutional Objectives

Mapped to Strategic Initiatives, College Priorities and Level of Completion

Institutional Objectives 2012-2013	Strategic Initiatives	College Priorities				Completion Status						
		GRIT	Institutional Imagination (I3)	Basic Skills	Global Citizenship	Sustainable Campus	Career Technical Education	Overall Mission	Completed	Substantially Completed	Addressed	Not Addressed
1. To identify and implement strategies to assist programs in maintaining a web and social media presence.								✓	✓			
2. To provide training in the assessment of outcomes and in documenting how the assessment results are used in program planning.								✓	✓			
3. To ensure that there are consistent student lab use tracking systems to document the required student lab hours and to provide data for studying the correlation between student achievement and use of lab resources, both in the lab and through remote access to the online materials.				✓			✓		✓			
4. To identify additional strategies, based on student equity data, to improve the success and retention of Latino and African-American students, as well as students from other historically underrepresented groups.	✓	✓		✓			✓			✓		
5. To develop planning criteria for determining the allocation of dedicated resources to specific programs and whether these resources are sustainable.			✓						✓			
6. To develop a plan for defining, organizing and institutionalizing the GRIT (Growth, Resilience, Integrity and Tenacity) strategic initiative. This initiative should facilitate student achievement through a College-wide focus on non-cognitive skills (e.g. integrity, perseverance, goal-setting, and help-seeking behaviors), on supplementing competencies supporting ILO #1, and on supporting students' aspirations for their futures.	✓								✓			
7. To develop a plan for how to assess the strategic initiative GRIT, with a focus on assessing students' acquisition of non-cognitive skills. The assessment should be tied to traditional metrics used to measure student success, e.g. grades, transfer, completion, improved academic honesty, etc. The College will run a pilot ETS study on the acquisition and assessment of students' non-cognitive skills as one mechanism to inform this plan.	✓								✓			

Institutional Objectives 2012-2013	Strategic Initiatives	College Priorities					Completion Status			
		Basic Skills	Global Citizenship	Sustainable Campus	Career Technical Education	Overall Mission	Completed	Substantially Completed	Addressed	Not Addressed
8. To develop a plan for organizing and institutionalizing a strategic initiative called I³ (Institutional Imagination Initiative) to harness the creative power of the college community to rethink how the college can analyze and address issues through responsive engagement and facilitate continuous dialogue among the college community. The intent is to solicit and implement innovative ideas for improving and supporting student achievement. 9. To develop and begin implementation of a plan for the SMC Teaching and Learning Center in order to expand institutional capacity to support creative efforts that generate innovative pedagogies, foster professional development, and increase student success. 10. To reduce the operating deficit through expenditure savings and increased revenues while maintaining, as a minimum, a 5 percent unrestricted general fund balance. 11. To create a workgroup/subcommittee comprising representatives of the Academic Senate Joint Professional Development Committee, the CSEA Professional Development Committee, and the Management Association to prepare a college-wide plan that includes all staff development activities, including mandatory training.	GRIT						✓			
	Institutional Imagination (I ³)	✓								
		✓					✓			
						✓	✓			
						✓	✓			
TOTALS		3	4	2	0	0	10	1	0	0
11 Institutional Objectives										

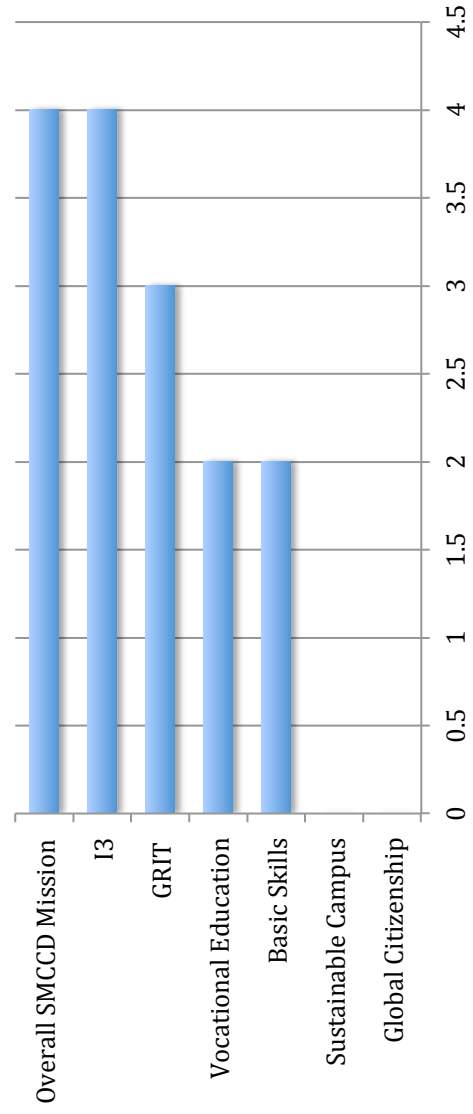
Institutional Objectives, 2012-2013 Level of Completion



11 Institutional Objectives

10 Completed
1 Substantially Completed
0 Addressed
0 Not Addressed

Institutional Objectives, 2012-2013 Related to Overall Mission, District Priorities and Strategic Initiatives



11 Institutional Objectives

4 Overall SMCCD Mission
4 Institutional Imagination (I³)
3 GRIT
2 Vocational Education
2 Basic Skills
0 Sustainable Campus
0 Global Citizenship

Santa Monica Community College District

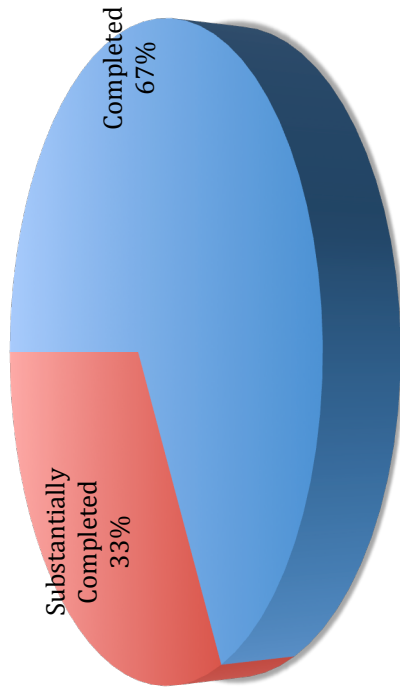
Eight-Year Study of Institutional Objectives

Mapped to Strategic Initiatives, College Priorities and Level of Completion

	Strategic Initiatives		College Priorities				Completion Status				
	GRIT	Institutional Imagination (I3)	Basic Skills	Global Citizenship	Sustainable Campus	Career Technical Education	Overall Mission	Completed	Substantially Completed	Addressed	Not Addressed
INSTITUTIONAL OBJECTIVES 2013-2014											
1. To develop definitions and templates for planning processes and outcomes assessment to ensure data interpretation and planning recommendations align based on consistent standards.							✓	✓			
2. To allocate resources sufficient to support the ongoing maintenance of technology, equipment, and facilities.					✓			✓			
3. To incorporate flexibility in all facilities planning and resource allocation processes to allow for nimble responses to future changes.					✓				✓		
4. Develop tools to assess students' level of engagement in the education process and use assessment data to look at the relationship between student engagement and retention, perseverance, and student success.	✓		✓			✓			✓		
5. To further implement the Institutional Imagination Initiative (I ³) by demonstrating acknowledgment of and support for innovative thinking, first by identifying current creative projects/initiatives in progress.		✓						✓			
6. To conduct a quantitative study examining the external variables impacting the College's performance relative to the Institutional Effectiveness Dashboard, including the identification of variables that can be controlled by the College, in order to deepen institutional understanding of the factors that affect student success and appropriately direct efforts to improve institutional performance.	✓		✓			✓		✓			
7. To develop and implement plans to improve the College's safety and emergency preparedness systems and procedures.							✓	✓			
8. To develop and implement strategies to improve and maintain the college's facilities and overall physical environment.					✓				✓		

	Strategic Initiatives	College Priorities					Completion Status			
		Basic Skills	Global Citizenship	Sustainable Campus	Career Technical Education	Overall Mission	Completed	Substantially Completed	Addressed	Not Addressed
INSTITUTIONAL OBJECTIVES 2013-2014	GRIT	✓					✓			
	Institutional Imagination (I3)	✓								
	9. To develop a plan to implement EMERGE, the SMC Information, Communication, Technology and Entertainment (ICTE) Initiative to align education with emerging careers and entrepreneurial ventures in the local and regional economy				✓					
TOTALS		3	2	3	3	2	6	3	0	0
9 Institutional Objectives										

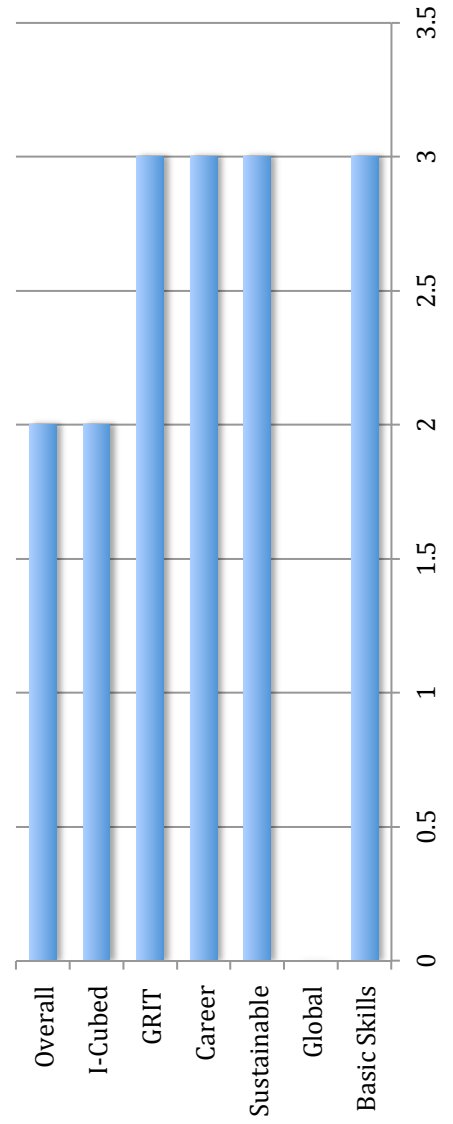
Institutional Objectives, 2013-2014 Level of Completion



9 Institutional Objectives

6 Completed
3 Substantially Completed
0 Addressed
0 Not Addressed

Institutional Objectives, 2013-2014 Related to Overall Mission, District Priorities and Strategic Initiatives



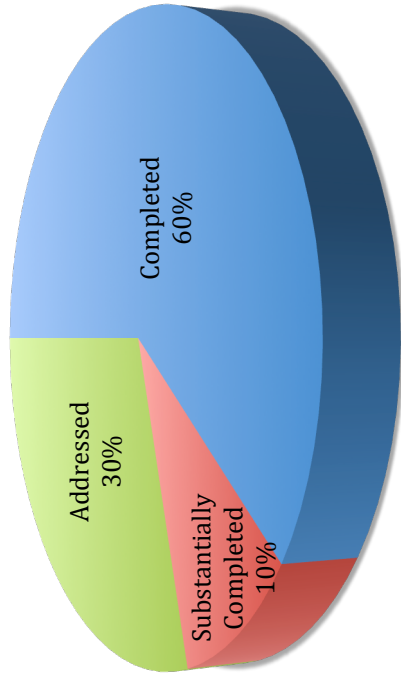
9 Institutional Objectives

3 Institutional Imagination (I³)
3 Basic Skills
3 Career Technical Education
3 Sustainable Campus
2 GRIT
2 Overall SMCCCD Mission
0 Global Citizenship

**Eight-Year Study of Institutional Objectives
Mapped to Strategic Initiatives, College Priorities
and Level of Completion**

	Strategic Initiatives		College Priorities				Completion Status				
	GRIT	Institutional Imagination (I3)	Basic Skills	Global Citizenship	Sustainable Campus	Career Technical Education	Overall Mission	Completed	Substantially Completed	Addressed	Not Addressed
INSTITUTIONAL OBJECTIVES 2014-2015											
Please note: Institutional Objectives are developed annually to address specific priorities for the year. College programs and activities that have been institutionalized or are addressed through other planning processes may not be represented.											
1. To develop the 2016 Accreditation Self-Evaluation Report and incorporate findings into institutional planning.							✓			✓	
2. To develop and implement strategies to improve the CTE completion rate.							✓	✓			
3. To complete, enhance, and make consistent the systems for documentation and storage of outcomes assessment results to ensure convenient access.							✓		✓		
4. To develop and implement strategies to improve the achievement of African American and Latino students in order to reduce the student equity gap.							✓	✓			
5. To develop and implement strategies to address the “softening” of enrollment demand.		✓					✓	✓			
6. To identify and address logistical challenges facing students using instructional support services.			✓				✓			✓	
7. To conduct an assessment of the College’s compliance with ADA Section 508 requirements and develop a plan to address any findings.							✓	✓			
8. To define and assess the College’s capital improvement needs relative to the Facilities Master Plan.					✓		✓			✓	
9. To expand piloted GRIT strategies (You+1; SuccessNavigator) to accommodate increased student participation and to develop an infrastructure to support experiential/service learning.	✓	✓	✓				✓	✓			
10. To enhance the documentation and review process for Institutional Imagination Initiative (I ³) projects to include implementation and assessment results.		✓					✓	✓			
TOTALS	1	3	2	0	1	1	9	6	1	3	0
10 Institutional Objectives											

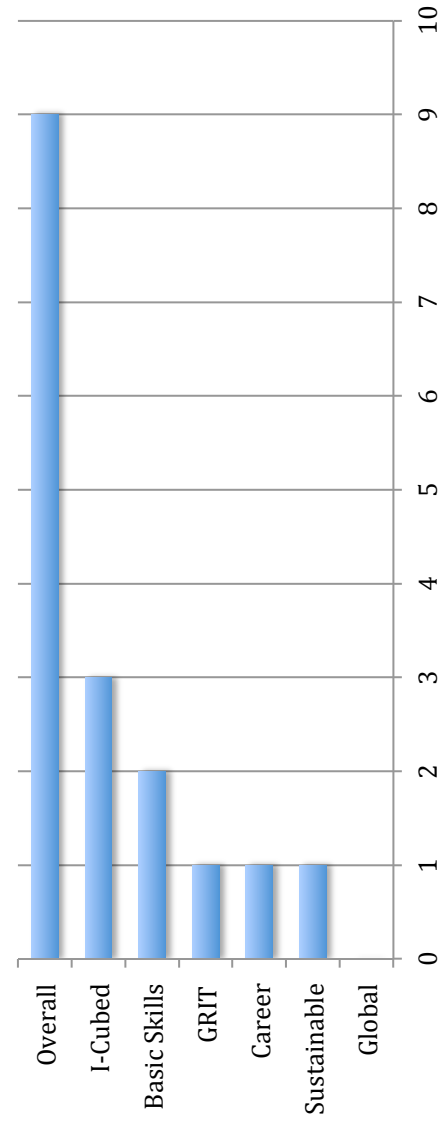
Institutional Objectives, 2014-2015 Level of Completion



10 Institutional Objectives

6 Completed
1 Substantially Completed
3 Addressed
0 Not Addressed

Institutional Objectives, 2014-2015 Related to Overall Mission, District Priorities and Strategic Initiatives

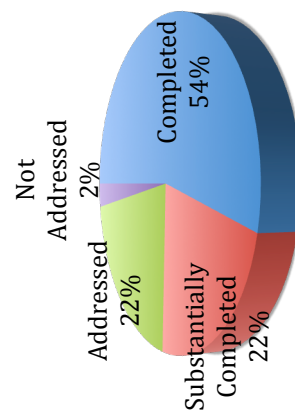


10 Institutional Objectives

9 Overall SMCCD Mission
3 Institutional Imagination (I³)
2 Basic Skills
1 Career Technical Education
1 Sustainable Campus
1 GRIT
0 Global Citizenship

Santa Monica Community College District

Strategic Initiatives		Overall SMCCD Mission	College Priorities				Completion Status					
			Basic Skills	Global Citizenship	Sustainable Campus	Career/Technical Education	Completed	Substantially Completed	Addressed	Not Addressed		
INSTITUTIONAL OBJECTIVES 2006-2007 – 2014-2015		GRIT	Institutional Imagination	26	2	0	2	1	12	9	7	3
				26	6	1	5	3	27	6	7	1
		2006-2007 TOTALS 31 Institutional Objectives	29	6	4	9	4	26	8	17	1	
			10	1	1	1	1	4	7	3	0	
		2007-2008 TOTALS 41 Institutional Objectives	8	2	0	3	1	8	3	3	0	
			6	2	1	2	0	5	4	2	0	
		2008-2009 TOTALS 52 Institutional Objectives	4	2	0	0	2	10	1	0	0	
			2	3	0	3	3	6	3	0	0	
		2009-2010 TOTALS 14 Institutional Objectives	9	2	0	1	1	6	1	3	0	
			2010-2011 TOTALS 14 Institutional Objectives	2011-2012 TOTALS 11 Institutional Objectives	7	9	26	16	104	42	42	5
		2012-2013 TOTALS 11 Institutional Objectives	3		4	26	16	104	42	42	5	
		2012-2013 Totals 11 Institutional Objectives	2013-2014 Totals 9 Institutional Objectives	3	4	26	16	104	42	42	5	
				3	2	26	16	104	42	42	5	
		2014-2015 Totals 10 Institutional Objectives	2006-2007 – 2014-2015 TOTALS 193 Institutional Objectives	1	3	26	16	104	42	42	5	
				7	9	26	16	104	42	42	5	



**Significant Trends and Observations and Recommendations of the
Institutional Effectiveness Committee in 2014-2015
May 27, 2015**

The Academic Senate Joint Institutional Effectiveness Committee (IE Committee) works with all district units to achieve and sustain proficiency in the formulation, assessment, and analyses of multiple effectiveness measures in order to inform the program review and institutional planning processes. During the 2014-2015 academic year, the IE Committee:

- Examined the Santa Monica College's performance on the 2015 Institutional Effectiveness Dashboards, the Student Success Scorecard, and the new Institutional Effectiveness Partnership Initiative (IEPI) Framework of Indicators;
 - When looking at the Dashboards, particular attention was paid to the data indicating an equity gap;
- Analyzed Institutional Learning Outcomes (ILO), core competency, and degree/certificate program data;
- Reviewed the College's process of assessing and documenting Student Learning and Unit Outcomes (SLO/UOs); and,
- Drafted and reviewed the College's response on the ACCJC Annual Report.

The Committee presents four recommendations to the College's central planning body, the District Planning and Advisory Council (DPAC), for consideration in the development of the 2015-2016 Master Plan for Education Institutional Objectives. The recommendations were informed by significant trends observed in the college data and committee discussion related to improving the collection, analyses, and use of college and program-level data for decision-making and planning processes.

Recommendations:

- 1) **The IE Committee recommends that the College assess the campus climate.** To comply with the White House recommendation related to addressing sexual assault on college and university campuses, Santa Monica College conducted a survey of students to gauge the prevalence of sexual assault at the college and assess students' attitudes and awareness about this issue. The purpose of the survey was to help the college better understand the scope of the problem and to develop practices and programs to respond more effectively when a student is assaulted. A total of 1,766 surveys (paper-based and online) were completed by students between March 22nd and April 6th, 2015. The pilot survey is only the first step in assessing campus climate. The IE Committee recommends that the college conduct further research to obtain more in-depth student feedback on sexual assault incidents, evaluate other dimensions of campus climate, and include employee groups in the assessment of campus climate.
- 2) **The IE Committee recommends that the College implement a system to evaluate existing professional development opportunities and recommend additional professional development activities and opportunities.** It has been a challenge to assess the effectiveness of professional development activities reliably, as there are currently no mechanisms in place to collect data systematically for these indicators. The effectiveness of professional development has been defined as a "future indicators" of the Supportive Collegial Goal of the Institutional Effectiveness Dashboard. This indicator is important as one of the recommendations from SMC's 2010 accreditation visit directly relates to establishing a professional development evaluation process that "recognizes and serves all members of the college community and that leads to the improvement of teaching and learning".

- 3) **The IE Committee recommends that the College explore opportunities to more accurately and completely track job placement of Career Technical Education (CTE) students.** Data from the 2015 Institutional Effectiveness Report reveal that the job placement rate for students enrolled in the most recent cohort (2011-2012) was 52.2%, which is 7.1% below the institution-set standard of 59.3%. The College's performance on this indicator may be negatively impacted by the fact that the methodology used to calculate job placement rate does not take into account self-employment data, and many of the CTE programs offered at SMC train students in industries that lead to self-employed or contract positions.
- 4) **The IE Committee recommends that the College implement strategies to assist instructional departments in defining and assessing institution-set standards for degree/certificate programs.** An accreditation standard requires that all colleges establish institution-set standards for student achievement at the college-level and for all degrees and certificates. Institution-set standards are the baselines below which the institution does not want to fall. Currently, the College has defined institution-set standards and monitors performance against those standards for 22 institution-level metrics of student achievement. These standards are published in the annual Institutional Effectiveness Dashboard. However, the College has not yet defined expected performance levels for degrees and certificate.

SMC Technology Objectives 2015-2016

Objective 1 Student Workstation Replacement and Cascading

Plan, evaluate, and implement student workstation replacement to keep student computer equipment up-to-date. All student computerized classrooms and labs are updated to base-line level Dell GX745 (or equivalent) with either upgraded computers or virtual desktop solutions. Student workstations due for replacement this year includes: Business Building (CSIS computerized classrooms and open labs), Bundy LRC, Emeritus and English classrooms.

Contact: Steve Peterson
Budget: \$670K (Plan A), \$376K (Plan B)
Status: Pending

Objective 2 Campus Wide Software Needs

District committed funds for identified core requirement of campus-wide software such as Microsoft campus agreement, anti-virus/malware software, and other system management tools. The recent Adobe campus-licensing model is a great opportunity to enable all District computers to freely utilize Adobe CS suite product. See detail campus-wide software inventory list.

Contact: Steve Peterson
Budget: \$115,000
Status: In Progress

Objective 3 Faculty Curriculum Development Workstation and staff computers Replacement/new

Replace full-time faculty outdated workstations and shared-use computers in various adjunct faculty work areas that require upgrades and install new curriculum development workstations to support curriculum plans. Dell GX745 or equivalent computers are available for faculty/staff replacement computer requests. There are approx.30 new computers required for new full-time faculty and at least 30 replacement required for this year.

Contact: Steve Peterson
Budget: \$250,000
Status: Pending

Objective 4 Instructional Technology for the Smart Classroom and Smart Cart Equipment

The normal replacement of aging projectors, computers, and associated devices for classroom Audio/Visual equipment based on A/V technology replacement plan were identified in the previous year.

Contact: Al DeSalles
Budget: \$250K
Status: Pending

Objective 5 Campus Wide Assistive Technology

There is miscellaneous software/equipment to be purchased throughout the year to ensure the compliance of technology accessibility requirements for disabilities.

Contact: Ellen Cutler
Budget: \$6,000
Status: Pending

Objective 6 Department Instructional Technology Needs

Departmental specific software/equipment, include miscellaneous software/equipment, and other technology accessories.

Contact: Steve Peterson
Budget: \$65,000
Status: Pending

Objective 7 Occupational Program Technology Projects funded via CTE

Technology projects funded as part of the occupational program CTE grant to departmental required software/hardware and innovative classroom effectiveness technology tools. The initiatives this year include Classroom equipment, computers, and storage system for Auto, Cosmetology, CSIS, DSPS, ECE, and AET. For detailed information, contact the CTE program coordinator.

Contact: Patricia Ramos (Instructional), Steve Peterson (Technology)
Budget: CTE grant
Status: In progress

Objective 8 Campus-wide network infrastructure upgrade - continued from 2014-2015

To complete the implementation of College network 10G upgrade in multi-locations, as well as the implementation of WiFi expansion plan to support mobile computing needs. An Internet redundant ISP feed is planned to be implemented via the AET new site. The new feed is expected to increase Internet bandwidth and reliability. Network team is also planning to upgrade College Firewall and domain infrastructure to improve network services' security and efficiency.

Contact: Bob Dammer/Dan Rojas
Budget: Construction/Infrastructure Fund
Status: In progress

Objective 9 Campus-wide virtualization desktops implementation

The technology technical team evaluated the virtual application/desktop technology and selected Citrix as the pilot implementation solution. The pilot/first phase project includes GIS virtual lab, Library virtual workstations, student kiosks and sign-in stations and classroom podium/multimedia carts virtual workstations. GIS lab, student kiosks and sign-in stations are scheduled to complete in 2014-2015. CSIS, Library, and classroom podium/multimedia carts are in the plan to be enabled as soon as possible.

Contact: Joshi John
Budget: District funds and staff development resource
Status: Implementation in progress

Objective 10 Expand the functionality of WebISIS and Internet based self-services functionalities

Analyze, design, and develop further functions for student and faculty portal to expand the functionality and technological capabilities, include single sign-on, integrated WebISIS and self-serve system, and performance enhancement during peak time. Major projects identified include: customer relationship management (CRM) Target-X, Queue management system (QLess), and Perceptive scanned transcript-processing system to support Student Success Support Program. A comprehensive student accounting system is also being considered.

Contact: MIS Staff
Budget: SSSP/BFAP/District funds and staff resource
Status: In progress

Objective 11 Support Student First Year Experience to implement student/faculty mobile device management system and technical support

As mobile devices are widely adopted, faculty, staff, and students are either bringing in their own devices or use College mobile devices for business productivity and personal use. The College established network/computer use policy requires frequent review and update. Mobile devices (both College owned and personal owned) and associate security policy needs to be developed to guide users on security awareness, technology best practices, and effective usage.

Contact: Dan Rojas
Budget: TBD
Status: Planning

Objective 12 Implementation of new College main Data Center

The capacity of Drescher Hall 306 data center has reached its physical limits. Plans are developed to build a new data center facility with modernized, energy efficient site infrastructure and server infrastructure to maximize the space utilization. The contraction of the data center was completed at the end of 2014-2015. The IT team plans to purchase updated network and server infrastructure and move all technology services seamlessly from the legacy server room in Drescher to the new datacenter facility.

Contact: Bob Dammer/Lee Johnston
Budget: Construction Infrastructure Fund
Status: In progress

Objective 13 Streamline IT support procedures and develop technology resource website and orientation information to facilitate the dissemination of IT policy, procedure, and updated information to enhance user support experience.

Enhance IT efficiency by developing effective knowledge base to disseminate information. Student self-serve knowledge base – Askpico is addressed via in-house development. Service-Now cloud-based software is subscribed as the solution to streamlines IT support procedures and provide users with an online support mechanism. Also included in the software is a technology knowledge base to answer staff/faculty technical questions in an efficient self-service environment.

Contact: Bob Dammer
Budget: \$25,000
Status: In progress

Objective 14 MIS Information System Application Migration

Plan, evaluate, and implement the next generation of the College Student Information Systems. Current Oracle Developer Suites will be de-supported. The project requires comprehensive project plans, include the evaluation/select of new develop tools, staff training, system design and prototyping, as well as a complete migration process.

Contact: MIS Staff
Budget: Pending
Status: Planning

Objective 15 Implementation of staff/faculty Identity Management (IM) to streamline employee new hire/position changing/separation technology authorization process

Facilitate staff/faculty technology resource provisioning process with an automated Identity Management system. The result facilitates employees to efficiently gain authorized access to network/software/phone/door entries and other technology resources.

Contact: MIS Staff
Budget: Pending/MIS/Network Services Staff Resources
Status: Pending

Objective 16 Support the technical implementation needs for the Chancellor's Office System Online Education Initiative

Contact: TBD
Budget: State OEI offerings and District fund
Status: Pending

Objective 17 Support technical implementation of campus safety technology plan – continued from 2014-2015

Multiple campus safety measures that involve technology implementations, which require the selection of appropriate technology solutions, new procedural definitions, and process flows are being reviewed/updated/implemented. An emergency notification system was implemented in 2013-2014. Updated surveillance camera and electronic door access systems were evaluated and planned in 2014-2015. The primary implementation effort is taking place in 2015-2016.

Contact: Bob Dammer
Budget: Security bond fund
Status: In progress.

Objective 18 College technology resource D/R and B/C (Disaster Recovery and Business Continuity) plan

Evaluate, plan, and implement the disaster/recovery and business continuity process of SMC mission critical technology services, such as website, faculty/student ISIS portal access, and other identified needed technology resources during a disastrous event.

Contact: Bob Dammer
Budget: Pending
Status: Solution evaluation and proposal

Capital Outlay Program Update

Introduction

The District's capital outlay program consists of larger non-maintenance projects that are generally over \$100,000, typically financed by local taxpayer approved bonds. The capital projects include new buildings, replacement buildings, renovations, property acquisition, parking, site work, landscaping, infrastructure, security, and technology.

Over the last several decades, Santa Monica and Malibu voters have approved four safety and modernization bond measures in support of the college's career and academic programs:

Proposition T	1992	\$ 23,000,000
Measure U	2002	\$160,000,000
Measure S	2004	\$135,000,000
Measure AA	2008	\$295,000,000

By way of background, local bonds financed the original Main Campus, built in the 1950s and 1960s. However, in subsequent years until 1992, the District depended primarily on limited state funding, so only a few large projects were built. After the 1994 Northridge Earthquake and the extensive damage to the Main Campus, the District received federal FEMA support for rebuilding which started the current era of major construction on the campus.

In addition to the local bonds listed above, there has been significant financial support from federal, state and city sources along with the District's own capital funds.

The 1998 Facilities Master plan was a major effort in guiding the modernization and development of the Main Campus after the Northridge earthquake. Additional facility assessments were conducted in 2001, 2002, and 2003. In 2007, a master plan was added for the development of the Bundy Campus. In 2010, an update of the Facilities Master Plan was completed to address other safety and modernization improvements on the Main Campus and to incorporate the satellite campuses.

Highlights of the completed projects include the purchase of the Bundy Campus and Emeritus College, and the construction of the Theatre Arts, Broad Stage, HSS Building, Campus Quad and Information Technology. Projects currently in planning or construction include a new Child Development Center, a Malibu Campus, a Health, PE, Fitness and Dance Complex, Student Services, and a redeveloped Academy of Entertainment & Technology Campus with new facilities for KCRW.

The following chart shows the larger projects starting in 2002 with the total project cost:

Project	Funding Source	Total Cost	Status 6/30/13
Purchase of Bundy Site	U	\$30,280,878	Completed 2002
Emeritus College	U, SMC Foundation	\$9,603,782	Completed 2003
Purchase of 1738 Pearl Street	U	\$749,208	Completed 2003
Library Renovation & Expansion	T, State, FEMA	\$23,600,000	Completed 2003
PE/Dance/Athletics Office Relocation	U	\$2,797,033	Completed 2004
Math Complex	U	\$1,458,690	Completed 2004
Bundy Campus West Building	U	\$23,880,005	Completed 2005
Malibu Storm Water Infrastructure P-I	S	\$2,500,000	Completed 2005
Renovation of Theatre Arts	U	\$19,544,314	Completed 2006
Music Complex - Performing Arts	U	\$4,629,484	Completed 2007
HSS North/South	U, State, FEMA, City	\$29,240,945	Complete 2006/7
Shuttle Parking Acquisition & Constr.	U	\$18,969,509	Completed 2007
Malibu Storm Water Infrastructure P-II	S	\$2,500,000	Completed 2008
Broad Stage - Performing Arts	S, SMC Foundation	\$40,690,201	Completed 2008
Athletic Fields - John Adams	S	\$2,969,807	Completed 2008
Main Campus Quad	U	\$11,388,463	Completed 2008
Bundy New Driveway & Signal	S	\$3,825,841	Completed 2009
Athletic Fields - Corsair Field	S	\$4,440,065	Completed 2009
Pico Phase I - Lot 6 & Structures	S	\$1,018,009	Completed 2009
Infrastructure & Safety Phase I	U	\$4,003,084	Completed 2010
Purchase of 1516 Pico Blvd.	AA	\$1,748,667	Completed 2010
Purchase of 1510 Pico Blvd.	AA	\$4,009,228	Completed 2011
Purchase of 919 Santa Monica Blvd.	AA	\$9,029,287	Completed 2011
Bundy West Building Classroom Completion	AA	\$3,162,183	Completed 2012
Library Village Relocation & Bike Park	AA	\$1,448,275	Completed 2013
Bundy/Airport Parking	AA	\$2,035,375	Completed 2013
Information Technology	AA	\$21,827,508	Under Construction
Media & Technology – Academy Site	AA	\$91,919,056	Under Construction
East Wing - Performing Arts Center	AA	\$23,016,844	Under Construction
Health, PE, Fitness, Dance, Cent. Plant	S, AA	\$50,481,474	Bids Received
Security and Fire Alarm Upgrade	AA	\$9,570,794	In Design
Central Plant Loop Connections	AA	\$9,486,271	In DSA
Child Development Center	AA, City	\$13,176,578	In Design
Malibu Campus	S, AA	\$21,775,991	In DSA
Student Services	U, S, AA	\$109,862,122	In Design
Drescher/Pico Promenade	AA	\$2,442,585	Future Project
Math and Science	AA, State	\$87,944,336	Future Project
Career Opportunity Center	AA	\$0	Future Project

Section I – Detailed Project Information - Completed Projects:

Note: Project descriptions for projects completed in the past have not been updated, even if use or function may have changed since construction.

Emeritus College

Project Description: Emeritus College, a program designed for lifelong learning, was located in a rented storefront on the first level of a parking garage on 2nd Street. The program long ago outgrew its former home. The first use of Measure U bond funds was the purchase of a newly constructed four-story building further north on 2nd Street. This building gave Emeritus College a permanent home with room to accommodate all its programs including a computer room, exercise studios and art classroom. There is also a large multipurpose room on the first floor for lectures, films and productions. The building shell was completed when the District purchased the building and the interior improvements were completed by the College.

Project Schedule: *Completed 2003*

Project Bond Allocation: \$8,909,940, Total Project Cost \$9,603,782

Funding Sources: Measure U, SMC Foundation

Library Renovation and Expansion

Project Description: SMC's main library which was damaged in the 1994 Northridge Earthquake was seismically upgraded, modernized and expanded. The project added more book area, more study space and a large computer lab. Seating for students was more than doubled.

Project Schedule: *Completed 2003*

Project Bond Allocation: \$23,600,000

Funding Sources: Measure T, State, FEMA

Relocate Kinesiology, Dance, Recreation and Athletics

Project Description: The former offices of the Kinesiology, Dance, Recreation and Athletics departments were in a temporary building installed in 1976. The temporary buildings had numerous maintenance problems and code deficiencies. The College removed these buildings to create open space on the campus. The project resulted in a similar amount of offices and added a conference room and workroom to make a more useable office facility. The offices are on the second floor of the gymnasium complex where the east bleachers of the stadium used to be located making better use of the limited ground space on the campus.

Project Schedule: *Completed 2004*

Project Bond Allocation: \$2,797,033

Funding Sources: Measure U

Library Village Renovation – Math

Project Description: With the completion of the Library, the "Temporary Library" was made available for renovation. The Math department was working out of temporary buildings that were set up after the 1994 earthquake. Those buildings were removed to make way for the Liberal Arts – South Building. With this renovated facility, all of the Math department is located in one building with additional classroom and lab facilities.

Project Schedule: *Completed 2004*

Project Bond Allocation: \$1,458,690

Funding Sources: Measure U

Bundy Campus (Former BAE Systems Site next to Santa Monica Airport)

Project Description: The 1998 Santa Monica College Facilities Master Plan proposed that additional property be purchased for instructional facilities and parking. In December 2001, the SMC Board of Trustees approved the purchase of the 10.4 acre parcel of land south of the Santa Monica Airport owned and occupied by BAE Systems with about 1,200 employees. BAE accessed the property through two vehicular entrances through the Santa Monica Airport and one on Stewart Avenue. In May 2003, BAE Systems ceased occupancy. In July 2003, the SMC Board of Trustees approved certain property improvements, including roadway access to the lower portion of the property from Bundy, safety modifications, and utility relocations.

In September 2003, SMC began an ongoing series of neighborhood meetings with nearby residents. These meetings resulted in consensus for a 10-foot sound wall on the perimeter of the property along both the Stanwood Place and Stewart Avenue sides of the campus, along with hundreds of new trees and new landscaping. These improvements addressed quality of life issues by creating a buffer between the College and the residential neighborhood. The College intended to prohibit both vehicular and pedestrian access to the campus from Stewart Avenue (excepting emergency vehicles) and required all access from either Bundy or Airport Avenue.

In March 2004, the SMC Board of Trustees approved the demolition and removal of Building #1, a very large one-story manufacturing and warehouse building; the demolition and removal of Building #3, a smaller one-story manufacturing building; the renovation of Building #4 (West Building), the four-story office building; and additional landscaping improvements. The removal of the manufacturing and warehouse facilities resulted in a reduction of 100,000 square feet of building space on the property. In accordance with CEQA, the Board of Trustees adopted a Mitigated Negative Declaration in connection with its approval of the adaptive reuse of Building #4. The four-story building is used for SMC's Nursing program, Early Childhood Education program, Continuing Education program, and one floor for general education classes.

In July of 2004, construction commenced on a complete renovation of the West Building. The building was finished and opened for classes in summer of 2005.

In January of 2005, the Board of Trustees approved a group of architects and consultants to plan the long-term future of the site. A number of meetings were held with faculty, staff, students and community members to review possible future uses for the site. A master plan, environmental impact report and traffic study were approved by the Board in February of 2007.

Part of the master plan included a new traffic signal to enhance the safety of those entering the campus. The City of Los Angeles approved a new traffic signal and driveway for the campus.

Project Schedule: *West Building Completed 2005*
 Master Plan and EIR Completed
 Traffic signal and driveway, Completed 2009

Project Bond Allocation: West Building: \$23,880,005 (Includes related site work)
 Driveway and traffic signal \$3,825,841

Funding Sources: Measure U and S (Driveway and Signal)

Renovation, Theater Arts

Project Description: Originally designed as a small children's theater and a radio theater, the Little Theater (later called the Main Stage) at Santa Monica College was first occupied in 1952.

It received some minor remodeling and renovation over the years but was never modified to accommodate its current use as a facility for the production of drama and musical theater. Its physical limitations severely restricted the type of productions which were presented, therefore limiting the experience of acting, directing, and technical theater students and restricting the creativity of students, faculty and staff. Along with numerous functional improvements, significant ADA and Fire Code upgrade and compliance measures were part of this project.

The project has full theatrical lighting and sound facilities, a larger stage with space above to fly scenery out of audience view, larger dressing rooms with showers and full costume shop. Scenery can now be built in the scene shop and moved to the stage, before all large scenery pieces were built on stage, limiting stage use for classes and rehearsals.

Project Schedule: *Completed 2006*

Project Bond Allocation: \$19,544,314

Funding Sources: Measure U

Music Complex

Project Description: The former Music Building was completed as part of the original campus in 1952. Since 1985, the SMC Music Department has added a symphony orchestra, concert band, and an opera workshop to its performance group offerings as well as increasing the number of applied music classes to include string, woodwind, brass and percussion classes as well as the piano, voice, recorder and guitar classes it has traditionally offered. The facility has 27 practice rooms instead of 14 in the former building. The additional practice rooms and support areas have significantly improved the quality of the educational experience for music students.

The Music department move was needed to make room for the planned Student Services complex which will take the ground space currently occupied by Music and the Amphitheater.

Project Schedule: *Completed 2007*

Project Bond Allocation: \$2,011,371, Total Project Cost \$4,629,484

Funding Sources: Measure U

Performing Arts Complex

Project Description: The Music and Performing Arts Complex, Madison Campus project is SMC's comprehensive teaching, exhibit and performance facility for the arts. Within the framework of SMC's overall mission, the facility strives to promote artistic excellence, creativity, collaboration, and the free exchange of ideas in an open, caring, challenging yet supportive community of learners, thereby building new and future generations of artists and audiences.

The Music and Performing Arts Complex serves as an academic institution, accommodating the arts education programs and departments of SMC and serving the College community through exceptional training in the performing arts. Throughout the academic year, the theater serves as a large classroom or lecture hall suitable for screenings, performance workshops, guest speakers, and other classroom activities and College-related uses.

The facility's intent is to present programs and performances that reflect the cultural diversity, the multiplicity of interests, and the full range of ages that characterize the students of SMC and the residents of the region. The theater hopes to set a new standard for artistic excellence for SMC students and to attract the highest caliber of visiting artists to the venue.

The theater is located on the 4.4-acre former Madison Elementary School leased from the Santa Monica-Malibu Unified School District for 66 years, at 1310 11th Street. The theater addition is about 34,000 square feet and the existing building is about 40,000 square feet. The facility has 541 seats and state of the art sound, lighting and production facilities. The project includes parking for 301 cars as well as improvements to the existing rehearsal hall.

Project Schedule: *Completed 2008*

Project Bond Allocation: \$37,697,625, Total Project Cost \$40,690,201

Funding Sources: Measure S and SMC Foundation

Earthquake Replacement Liberal Arts North

Earthquake Replacement Liberal Arts South

Project Description: The Liberal Arts Building, originally constructed in 1952, was extensively damaged during the 1994 Northridge Earthquake. The College determined that the replacement of the Liberal Arts Building was a more sensible, safe, and prudent course of action to take, rather than restoring the building back to its original 1952 configuration with respect to poor functionality, low technology and low efficiency.

The building has two wings, one for the history department and another for the social sciences. The first phase has nine classrooms and faculty offices, the second phase has 15 classrooms and faculty offices including lab and tutoring space. Each classroom is a “smart” classroom wired for computer and instructional technology.

The District has obtained funding from a variety of sources including federal, state and local (City of Santa Monica). Due to the funding timelines of the granting agencies the construction on one wing was started before funds were released for the second wing.

Project Schedule North: *Completed 2006*

Project Schedule South: *Completed 2007*

Project Bond Allocation: \$12,613,550, Total Project Cost \$29,240,945

Funding Sources: City of Santa Monica Earthquake Redevelopment, State, FEMA, Measure

Shuttle Replacement Parking

Project Description: The College has operated a shuttle parking lot at the Santa Monica Airport since 1988. This remote shuttle lot has played a major part in the college’s transportation management program. In November of 2005 the City of Santa Monica commenced construction of a public park at the Airport and temporarily moved the shuttle lot to a beach parking lot. The beach lot was not suitable for long-term use by the College and the City asked the College to leave the location after the spring semester. In January of 2007, the College completed a purchase of 2.35 acres from Verizon at the corner of Stewart and Exposition in Santa Monica. Soon thereafter construction commenced on a 220-space parking lot which opened for fall 2007.

Project Schedule: *Completed 2007*

Project Bond Allocation: \$18,969,509

Funding Sources: Measure U

Northwest Quad Development

Project Description: Santa Monica College has very limited land space. Over the years, both the number of students and the number of buildings have grown on campus. In addition to this, after the 1994 Northridge earthquake a large number of temporary structures were placed on the campus to hold programs that were dislodged from their original buildings for repairs and renovations.

With the planned removal of many of the temporary structures, the College had the opportunity to create some much need open space on the campus. In addition, the 1998 Master Plan called for the removal of the Amphitheater to make way for the planned Student Services complex. An area needs to be provided for student events that were formally held in the Amphitheater. The new Library, Campus Theater, and Liberal Arts face the new “quad” area creating a central focal point for this portion of the campus.

Project Schedule: *Completed 2008*

Project Bond Allocation: \$11,388,463

Funding Sources: Measure U

Campus Infrastructure/Safety

Project Description: The major portion of the Santa Monica College campus was opened in 1952. Much of the original infrastructure still remains. Some of the infrastructure was damaged in the 1994 Northridge Earthquake. Pieces of the original infrastructure have been repaired and replaced over the years on a piecemeal basis. Changes in technology have rendered much of the original infrastructure obsolete. In addition, changes in society require that additional efforts are needed to provide a safe and secure environment for the campus community. Other safety upgrades include earthquake retrofits.

This project updates the infrastructure for traffic, water, gas, sewer, electrical, fire and security based upon recent master planning efforts. It also includes a suitable facility for the College’s Information Technology area. The changes will be coordinated with building construction activity in the area. As part of the infrastructure project, the College will address circulation including improvement of the Pico Blvd. presentation, signage and way finding.

Project Schedule: *Substantially Complete*

Project Bond Allocation: \$4,003,084

Funding Sources: Measure U

Physical Education and Athletic Fields

Project Description: SMC currently offers credit classes in physical education, athletics, and kinesiology; non-credit courses in health and conditioning (through Emeritus College); and not-for credit courses in recreation and fitness (through Continuing and Community Education). Compared to most other campuses, SMC is deficient in field space. The Physical Education program lacks outdoor facilities available at other campuses, including a baseball field, a softball field, and a practice field for football, a soccer field, outdoor volleyball courts, and outdoor basketball courts. The District rents field space in order to offer some of these programs; however, there is insufficient field space in Santa Monica.

This project provided for field improvements and for the retrofit of existing College fields and athletic facilities or other fields available to the College for year-round usage. The first renovation was the John Adams Middle School Field. This field is shared by the College, Santa Monica-Malibu Unified School District, City of Santa Monica and community groups. The second field project was the SMC Corsair Field. All fields are made available for community use when not in instructional use.

Project Schedule: John Adams Middle School Field, *Completed 2008*

SMC Corsair Field, *Completed 2009*

Project Bond Allocation: \$7,409,872

Funding Sources: Measure S

Bundy West Building Classroom Completion

Project Description: Approximately 6,500 of unplanned space was left available when the West Building was completed at the Bundy Campus in 2005. With the expansion of the Workforce Development program along with the need for classroom swing space during construction at other sites, the vacant space was converted to academic use.

Project Schedule: *Completed 2012*

Estimated Project Cost: \$3,162,183

Funding Sources: Measure AA

Information Technology Relocation (Main Campus)

Project Description: The Information Technology department located in Drescher Hall supports the use of information systems on campus. The current server room can no longer support the power and air conditioning needs of the increasingly more powerful servers that are in use today. The plan is to move the department to a new building adjacent to the College's Media Center, which is located on the south end of the Library. Much of the campus technology infrastructure is already located in the Media Center, and the departments work cooperatively on many projects. The project will consist of a new 14,000 SF building and 11,000 SF remodeling of the existing Media Center. The space vacated in Drescher Hall will be converted to academic use as part of a future project.

Project Schedule: *Completed June 2015*

Estimated Project Cost: \$23,275,783

Funding Sources: Measure AA

Section II - Projects in Division of State Architect (DSA) Review

Malibu Site Acquisition and Facility

Project Description: In the 1970s and early 1980s, Santa Monica College offered about 70 general education classes and several non-credit classes in Malibu throughout a semester. Today, the program is limited to a few classes offered in school district buildings.

The recommended site acquisition and facility will be a classroom facility to provide general education classes, science, art and Emeritus College classes. There is also an interpretive center to highlight natural environment and history of Malibu and a Sheriff's sub-station. The District has worked cooperatively with the City of Malibu and the County of Los Angeles in planning a site at the Malibu Civic Center.

Project Schedule: In DSA

Estimated Project Cost: \$26,775,991

Funding Sources: Measure S, AA

Student Services Building

Project Description: In conformance with the 1998 SMC Adopted Master Plan, this project will combine and provide improved user access to various student services and some administrative functions.

The new Student Services portion of this proposed building will facilitate the centralization of all Student Services operations that are also presently dispersed throughout the campus and housed in temporary buildings. This project provides office and service space for approximately 25 Student Services functions.

The Administration portion of this proposed project will house Academic and Student Services administrators to be integrated along with the Student Services functions to provide a one-stop service delivery location. The new building will be sited near the Pico Boulevard main entrance to the SMC campus and thereby provide immediate access for students and members of the college community.

This proposed project also includes accommodation for vehicular access/egress, and underground parking, all in compliance with the Master Plan goal to provide more below grade vehicle parking at the main campus.

Project Schedule: *Phase I completed*; Phase II in DSA

Estimated Project Cost: \$109,862,122

Funding Sources: Measure S, U and AA

Section III – Projects in Construction

East Wing Earthquake Renovation – Performing Arts Campus

Project Description: During the construction of other improvements recently at the Performing Arts Campus (formerly the Madison site), it was discovered by the engineers that earthquake renovations required after the 1933 Long Beach Earthquake were never performed. The new facility will consist of a large multipurpose room to house Music Department rehearsal and performances plus other special event. On the upper level there will be two specialized music classrooms, one for piano and one for voice.

Project Schedule: In Construction, estimated completion February 2016

Estimated Project Cost: \$23,016,844

Funding Sources: Measure AA

Replacement Health, Fitness, Dance, and PE Building plus Central Plant (Main Campus)

Project Description: The systems of the existing building are in poor condition and the fire safety system needs upgrading. A new replacement building would also provide today's more specialized fitness and individual sports labs, as well as remedy an existing deficiency in support facilities for women and an existing deficiency in practice and demonstration rooms for dance. The new building consists of athletic facilities, fitness center with climbing wall, fitness studios and dance studios.

Since this building is located in the center of campus, it is an ideal location for the central cooling plant which is an energy efficiency project designed to generate chilled water for efficiently for air cooling in buildings throughout the main campus.

Project Schedule: In Construction, estimated completion December 2016

Estimated Project Cost: \$50,481,474

Funding Sources: Measure S, AA, State Energy Incentives, Energy Cost Savings

Media and Technology-Driven Programs Complex (Academy Campus)

Project Description: The College operates a variety of programs in the digital arts, media, communication, and broadcasting fields. These programs currently reside in 1950s era buildings that cannot support the modern infrastructure necessary for digital and online programs. A new Media and Technology complex is proposed to house these digital technology-intensive programs. The facilities will have the data, communications, electrical, and ventilation systems necessary to support these programs in the future. The proposed location is a campus site in the heart of Santa Monica's media and entertainment district where some of SMC's existing digital arts programs are housed. One phase of the project would renovate and add additional space to the existing building to house and expand SMC's Communication programs. An additional phase would relocate the College's radio station KCRW, which has outgrown its space, into a new building on the site. Moving KCRW, a nationally-recognized leader in new media and online delivery, to this site would provide a dynamic asset to SMC's current and future media and technology-driven instructional programs.

Project Schedule: In Construction, estimated completion August 2016

Estimated Project Cost: \$91,919,056

Funding Sources: Measure AA, KCRW Foundation

Security and Fire Alarm

Project Description: To better protect student and staff during emergency situations the college is upgrading all its security systems, including access control, video surveillance, and intrusion alarms as well as its fire alarm and mass notification systems to newer digital technologies.

Project Schedule: In Construction, estimated completion December 2015

Estimated Project Cost: \$9,570,794

Funding Sources: Measure AA

Section IV – Projects in Active Planning Phases

Early Childhood Development Lab & Replacement Childcare Center

Project Description: SMC currently has no dedicated childcare facility and offers lab instruction through various local childcare providers. The District lacks a teaching laboratory facility in Early Childhood Education available at many other community colleges. This project provides for a childcare center for college students and the community plus a new Early Childhood Development Lab to be operated in conjunction with the childcare facility. The District will seek public agency, institutional, and non-profit partnerships in order to reduce capital costs and to operate the facility in a cost-effective manner. The City of Santa Monica is a partner in this project, providing the site at the Civic Center and a portion of the building funds.

Project Schedule: Received City of Santa Monica Approvals, In Design

Estimated Project Cost: \$13,176,578

Funding Sources: Measure S with City of Santa Monica

Energy Efficiency Projects

Project Description: This project provides for upgrades to existing and future District facilities, for energy efficiency, including the use of certain energy generation and cogeneration technologies, and to meet modern sustainability practice.

Project Schedule: Solar and Energy Efficiency Projects – In Planning

Estimated Project Cost: \$7,151,138

Funding Sources: Measure S, District Capital Funds, State Energy Incentives, Energy Cost Savings

Section IV – Future Projects

Projects not yet in active planning:

Replacement Math and Science Extension Building (Main Campus)

Project Description: The math department is currently operating in a temporary facility that is nearing the end of its life cycle. Additionally, new California regulations require an increase in minimum math competencies beginning in Fall 2009. The current facility lacks the infrastructure to support modern classroom technology. The Earth, Life, and Physical Sciences programs are operating in spaces that are too small and scattered around the campus. This inhibits the sharing of resources and incurs expensive replacement costs for laboratory teaching materials. There are insufficient science lab classrooms to offer needed course sections for the Allied Health and Nursing program.

New Career Opportunity and Career Advancement Instructional and Job-Training Building (Bundy Campus)

Project Description: SMC's workforce development program is now regarded as one of the most successful in California. A new facility would provide the program with modern classrooms that can be adapted to ongoing need, including the one-stop services often required in training and working with employers to hire employees new to the workforce. The facility would house training programs provided by College, City, County, and other agency providers. The new facility would also allow SMC to provide advanced instruction tailored to the needs of the Westside workforce, in partnership with other agencies. The facility is included in the Bundy Campus Master Plan.

Drescher Hall: Academic Facilities Modernization, Pico Promenade

Project Description: A current project includes the transformation of the Pico Boulevard side of the campus. One component of this project is a remodel of Drescher Hall, built in the 1960s for the teaching of vocational trades. The building lacks modern infrastructure and is not easily accessible on the first floor. The Photography Department is currently split between this building and the Business Building. This modernization project consolidates the photo program in one location in Drescher Hall and accommodates an expanded use of digital photo technologies. Also, ESL (English as a Second Language) is currently in temporary facilities located at the far edge of campus. This project will consolidate ESL in Drescher Hall and provide an opportunity for program modernizations and improvements. The modernization will also provide a fire system upgrade.

This project would also make improvements to the college frontage on Pico including a transit plaza to serve the increasing number of students that take advantage of public transportation.



ANNUAL REPORT FOR 2014-15

Santa Monica College

INTRODUCTION

Santa Monica College continues to exemplify distinction in higher education, as an institution of innovation and excellence, one that nimbly and strategically evolves to meet shifting education and job training needs.

This year is a particularly significant one and the report that follows will illustrate the milestones achieved. While this list is noteworthy, it is equally important to note that SMC will never settle for the status quo in achieving the greatest standard of academic excellence for all our students, and ensuring that all who walk through our doors get what they need to succeed.

Here are key highlights:

- Santa Monica College made history as one of fifteen community colleges selected by the California Community Colleges Board of Governors to be part of the state's landmark Baccalaureate Degree Pilot (BDP) program, to offer a Bachelor's of Science Degree in Interaction Design.
- Our reputation as the leading job trainer in Los Angeles's Westside was also vastly enhanced by the role we played in forming an educational and industry LA-based consortium called "LA HI-TECH" which received \$15 million from the California Career Pathways Trust Grant and was recognized by President Obama's TechHire Initiative.
- Firmly believing that the essence of our excellence lies in our outstanding faculty, we hired 32 full-time, tenure track faculty members in 2014-15.
- 19 new credit courses, several in innovative new areas; one new Associate Degree and Certificate of Achievement; and three new Associate Degrees in Transfer (ADTs) were approved. 17 ADTs have been approved by SMC's Academic Senate and Curriculum Committee in response to the Chancellor's Office directive to have 14 ADTs approved by August 2015.
- SMC continues an unbroken 24-year streak as the No. 1 transfer institution to the University of California, UCLA, USC and Loyola Marymount University.
- We have benefited from a healthy, recovering state economy. The June 2015 adopted tentative budget projects 2014-15 to close with an ending unrestricted general fund balance of \$9.8 million or 6.39 percent (this includes a \$1.6 million deficit factor, which may be reduced significantly), and projects 2015-16 to close with an ending unrestricted general fund balance of \$20.2 million.
- SMC received its fourth consecutive clean audit without any findings – and this was also our eighth consecutive year without financial findings.

- Enhanced support from the state in the form of two new categorical funds – Student Success and Support Program (SSSP) and Student Equity – from which SMC received over \$3 million and over \$1 million respectively, has provided great impetus to our efforts to create an environment where *all* students are able to succeed. SMC’s Equity Plan was recognized as one of four statewide “exemplary plans.”
- In order to enhance our equity goals and allow more students – particularly from low income backgrounds – to benefit from scholastic opportunities and promote a college going culture, SMC’s Board of Trustees voted to exempt the \$46 enrollment fee for high school students attending SMC.
- SMC’s educational planning tool MyEdPlan won a Technology Focus Award from the Chancellor’s office. In less than a year, students and counselors have created over 17,500 education plans.
- This was a milestone year for several outstanding instructional and student support programs – Scholars celebrated its 30th year anniversary; Emeritus College: 40 years; Black Collegians: 25 years; our Nursing program: 50 years; and the Dale Ride Internship program celebrated 25 years. The longevity and continued success of these programs attest to SMC’s unflinching standards.
- Our Athletics department enjoyed a remarkable year with state championships won by SMC teams and athletes in men’s volleyball, women’s tennis, swimming and diving.
- SMC managed nearly \$5 million in grant funds – \$1 million more than the previous year – and received 16 new grant awards during the academic year, including a National Science Foundation grant for the Solar Photovoltaics Installation program and one from the S. Mark Taper Foundation for Guardian Scholars.
- In a loud affirmation of SMC’s commitment to sustainability and our bike-friendly culture, The League of American Bicyclists gave SMC a Bronze-level Bicycle Friendly University award. SMC is the first community college in California to get this award.
- A number of construction projects funded by bonds are in full swing – the new “design and media” campus on Stewart Street to house the new BS program and KCRW, among others; the East Wing of the Performing Arts Center; and the Health, PE, Fitness, and Dance project. The Information Technology building on Pearl stands substantially complete.
- The Broad Stage at the SMC Performing Arts Center celebrated its seventh year and opened its new season with the legendary Bobby McFerrin, South Africa’s Isango Ensemble, and Anna Deavere Smith, to name a few. The Broad Stage is recognized as one of LA’s most iconic venues and is now also one of LA County’s largest educational outreach providers.
- And, in a significant move, LA County Metro approved adding “Santa Monica College” to the name of the new light rail Expo Metro station at 17th and Colorado.

Most importantly, our academic programs, students and employees continue to do us proud – achieving national and international recognition in the form of the highest awards, fellowships, publications and accolades in their respective fields. Just one example is SMC student Jonah Okike-Hephzibah who became the fourth SMC student in five years to receive the prestigious Jack Kent Cooke Foundation Undergraduate Transfer Scholarship, the nation’s largest private scholarship for transfer students.

Santa Monica Community College District
DISTRICT PLANNING AND ADVISORY COUNCIL (DPAC)
SUMMARY OF ACTIONS
2014-2015

During 2014-2015, DPAC and its planning subcommittees reviewed, discussed and considered many topics related to the Vision, Mission, and Goals/Supporting Goals, the Board of Trustees Goals and Priorities, Strategic Initiatives, and Student/Institutional Learning Outcomes. Following is a summary of 12 recommendations approved by DPAC during 2014-2015 grouped by its relationship to the Vision, Mission, and Goals – Supporting Goals.

Goal 1 Innovative and Responsive Academic Environment

Continuously develop curricular programs, learning strategies, and services to meet the evolving needs of students and the community

- #149-A Disaster Recovery/Business Continuity Proposal April 8, 2015
- #150-A Recommendation to Endorse Technology Vision Statement..... April 22, 2015

Goal 2 Supportive Learning Environment

Provide access to comprehensive student learning resources such as library, tutoring and technology.

Provide access to comprehensive and innovative student support services such as admissions and records, counseling, assessment, outreach, and financial aid.

Goal 3 Stable Fiscal Environment

Respond to dynamic fiscal conditions through ongoing evaluation and reallocation of existing resources and the development of new resources

Goal 4 Sustainable Physical Environment

Apply sustainable practices to maintain and enhance the college's facilities and infrastructure including grounds, buildings and technology.

- #145-A Recommendation to Superintendent: (Electrical Vehicle Stations and air conditioning)..... December 10, 2014

Goal 5 Supportive Collegial Environment

Employ decision making and communication processes that respect the diverse needs of the entire college community

- #142-A Recommendation to Superintendent: DPAC constituency groups to appoint representatives to President's Title IX Task Force..... October 8, 2014
- #143-A Recommendation to Superintendent: President's Title IX Task Force to report findings and recommendations to DPAC October 8, 2014

Organizational Functions

- #140-A Approval of the DPAC 2013-2014 Annual Report..... July 23, 2014
- #141-C Approval of Master Plan for Education 2014-2015 Update..... August 27, 2014
- #144-A Created an ad hoc workgroup to develop criteria for DPAC consideration October 22, 2014
- #146-A Refer AR 4430 to Student Affairs Committee for review/revision December 10, 2014
- #147-A Criteria for determining issues presented to DPAC for consideration..... December 10, 2014
- #148-A Revised Vision, Mission and Goals.....March 11, 2015
- #151-A Election of Vice-Chair, 2015-2016June 10, 2015