

BOARD OF TRUSTEES GOALS AND PRIORITIES 2010-2011

Goal 1—Educational Advancement and Quality

- Strengthen institutional research to measure and improve institutional effectiveness. Create an enhanced “culture of evidence” based on data.
- Improve student achievement with particular emphasis on addressing basic skills education; document improvements in course completion, retention, persistence, and other measures for all student populations.
- Strengthen, expand, and promote workforce/career technical programs.
- Infuse global citizenship into student learning.

Goal 2—Community and Government Relationships and Funding Opportunities (Local/State/National)

- Foster community and government relationships and partnerships in fulfillment of SMC mission and goals.
- Pursue and obtain federal funds as well as other grant opportunities.

Goal 3—Facilities and Sustainability

- Continue advocacy on the local, state and national level for mass transit solutions including a Santa Monica College station for Expo and continuation of the “Any Line, Any Time” program.
- Maintain progress on all SMC construction projects.
- Continue to adopt sustainability designs and practices for construction, maintenance, and operations of facilities.
- Expand public use of college facilities and maximize revenue-generation.

Goal 4—Internal Operations and Relations

- Ensure the financial health of the College through enrollment development, budget discipline, grants, enterprise opportunities and other revenue-generating and cost-saving initiatives.
- Ensure inclusiveness in the budget development process and transparency in budget communication efforts.

Goal 5—Campus Relations

- Promote professional relationships among all members of the campus community, including classified and academic staffs and their associations, representatives, organizations, and unions.
- Implement intermediate and long-term plans to increase the number of full-time faculty members and continue to move toward parity for adjunct faculty.

Goal 6—Leadership and Articulating a Vision

- Continue planning the development and implementation of a vision for the future of the college.
- Implement appropriate strategies and initiatives to address the recommendations of the ACCJC following the evaluation team’s visit in March 2010.

Goal 7—Effectiveness and Efficiency of Board Operations

- Provide periodic reports from the Superintendent/President to the Board on key initiatives, issues, and items of concern to Board members.

*Discussed by the Board of Trustees: 7/20/2010, 8/3/2010, 9/7/2010
Approved 9/7/2010*

BOARD OF TRUSTEES GOALS AND PRIORITIES, 2012-2013

ENSURE THE ACADEMIC AND FISCAL INTEGRITY OF SMC

Educational Advancement and Quality

1. Create a “culture of evidence” based on data including appropriate statistical controls. Complete the “institutional dashboard” and an equitable outcomes report to reflect and monitor institutional effectiveness and student progress.
2. Institutionalize initiatives that are effective in improving student success, with particular emphasis on accelerating mastery of basic skills and strengthening students’ non-cognitive skills.
3. Strengthen and promote workforce/career technical programs.
4. Infuse global citizenship into faculty instructional practices and student learning.
5. Maintain the number of full-time faculty members
6. Promote professional development activities for all classified and academic staff, including adjunct faculty.

Fiscal Health and Internal Operations

7. Ensure the financial health of the College through revenue-generation and cost-reductions.
8. Ensure inclusiveness in the budget development process and transparency in budget communication efforts.
9. Maintain a reserve sufficient to protect against unforeseen or drastic cuts.
10. Build the fundraising capacity of the SMC Foundation.
11. Pursue and obtain federal funds as well as other grant opportunities.
12. Maximize revenue-generation from facility rentals.

Community and Government Relationships (Local/State/National)

13. Foster community and government relationships and partnerships in fulfillment of SMC’s mission.
14. Develop a plan to ensure the continued success of Emeritus College.
15. Strengthen and expand programs and partnerships that serve SMMUSD students.

Facilities and Sustainability

16. Continue advocacy on the local, state and national level for mass transit solutions including the naming of the Santa Monica College station for Expo and funding to support the “Any Line, Any Time” program.
17. Maintain progress on all SMC facilities planning and construction projects, including all campus projects and the Civic Center ECE and Malibu centers.
18. Continue to adopt sustainability designs and practices for construction and maintain effective staffing for maintenance and operations of facilities.

Articulating a Vision

19. Continue planning the development and implementation of a vision for the future of the college that delivers both access and quality.

BOARD OF TRUSTEES	ACTION
Santa Monica Community College District	July 21, 2015

MAJOR ITEMS OF BUSINESS

DISCUSSION ITEM NO. 2

SUBJECT: **BOARD OF TRUSTEES GOALS AND PRIORITIES, 2014-2015**
Our Commitment to Access, Equity and Sustainability

Educational Advancement and Quality

1. Support a culture of evidence that fosters the use of rigorous methodology to monitor and improve institutional effectiveness and student progress.
2. Institutionalize initiatives that are effective in reducing the student equity gap, improving basic skills mastery in mathematics and English by, for example, deepening outreach into high schools, and expanding Summer JAMS and First Year Experience to include the development of pathways to transfer.
3. Strengthen and promote workforce/career technical programs and pathways such as EMERGE and the rebranding of the Academy of Entertainment and Technology, and improve CTE completion rates.
4. Support I³ and other innovative practices that address student need and increase student success.
5. Increase the number of full-time faculty members.

Fiscal Health and Internal Operations

6. Restore the financial health of the College through revenue-generation and cost control.
7. Ensure inclusiveness in the budget development process and transparency in budget communication efforts.
8. Build and maintain a reserve sufficient to protect against unforeseen circumstances.
9. Continue to implement the plan to safeguard post-retirement employee benefits.
10. Pursue and obtain appropriate external funding.
11. Enhance safety and emergency preparedness systems and procedures.

Community and Government Relationships

12. Foster community and government relationships and partnerships in fulfillment of SMC's vision and mission.
13. Ensure the continued success of Emeritus College.
14. Participate in the Cradle to Career Initiative, make progress on the Early Childhood Education Center, and strengthen and expand programs and partnerships that serve SMMUSD students.

Facilities and Sustainability

15. Maintain progress on all SMC facilities construction and transportation projects.
16. Work with partner agencies to support safe, convenient pedestrian, bicycle and bus connections between the 17th Street/SMC Expo station and campuses.

BOARD OF TRUSTEES	ACTION
Santa Monica Community College District	August 4, 2015

MAJOR ITEMS OF BUSINESS

RECOMMENDATION NO. 1

SUBJECT: **BOARD OF TRUSTEES GOALS AND PRIORITIES, 2015-2016**

SUBMITTED BY: Chair, Board of Trustees

REQUESTED ACTION: It is recommended that the Board of Trustees review, revise as necessary and approve the final Board of Trustees Goals and Priorities, 2015-2016:

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 equity gap research.
3. Support and hire a diverse adjunct and full time faculty that demonstrates a growth mind-set and continues the tradition of 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 and maintain progress on all SMC facilities construction and transportation projects. Complete AET, PAC East Wing, and systems upgrades projects. Prepare for 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

Public Comment

Peter Morse

Action on #1-2, and #4-18 (with suggested amendments)

MOTION MADE BY:	Nancy Greenstein
SECONDED BY:	Barry Snell
STUDENT ADVISORY:	Aye
AYES:	6
NOES:	0
ABSENT:	1 (Walzer)

Amendments to #3 were agreed upon as follows:

3. Continue to support and hire a diverse and outstanding full-time and adjunct faculty that demonstrates a growth mind-set and continues the tradition of 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.

Action on #3 to include “growth mind set”

MOTION MADE BY: Rob Rader
SECONDED BY: Jonathan Eady
STUDENT ADVISORY: Aye
AYES: 1 (Rader)
NOES: 5 (Aminoff, Greenstein, Jaffe, Quiñones-Perez, Walzer)
ABSENT: 1 (Snell)

Motion Fails

Action on #3 as amended (see below)

MOTION MADE BY: Susan Aminoff
SECONDED BY: Louise Jaffe
STUDENT ADVISORY: Aye
AYES: 5 (Aminoff, Greenstein, Jaffe, Quiñones-Perez, Rader)
NOES: 1 (Walzer)
ABSENT: 1 (Snell)

AS AMENDED

BOARD OF TRUSTEES GOALS AND PRIORITIES, 2015-2016

Access. Excellence. Equity.

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3. Continue to support and hire a diverse and outstanding full-time and adjunct faculty that demonstrates a ~~growth mind set and continues the tradition of~~ 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. ~~Prepare for~~ 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