



California Community Colleges

Institutional Effectiveness

Institutional Effectiveness Partnership Initiative Partnership Resource Teams

Institutional Innovation and Effectiveness Plan

Date: May 6, 2021

Name of Institution: Santa Monica College

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress
A. Design and implement a professional development program for all employee groups with the outcome to improve student racial equity and sense of belonging on campus.	1. SMC's executive leadership should actively, intentionally, transparently, and in a sustained manner communicate the value of its employees and provide clarity, direction and support for the design and implementation of a professional development structure and process for all college employees.	President	March 2022	<ul style="list-style-type: none"> A. Executive leadership reaffirms the College is committed to professional development from onboarding through growth and advancement. B. Consult with the Institutional Research department to help guide how to measure the progress for this objective. 	<ul style="list-style-type: none"> A. Commitment reaffirmed and documented B. Existing information, data, and plans from campus, district, and state levels that have potential implications for PD reviewed; IR consulted; additional measures identified and implemented
	2. Ensure that applicable shared governance structures reflect both the value the institution holds for its employees and its commitment to professional development.	<ul style="list-style-type: none"> Professional Development Coordinator Vice President of Human Resources 	March 2022	<ul style="list-style-type: none"> A. Working with Academic Senate, Faculty Association, CSEA and Management Association, consolidate PDC and CPDC into a "Professional Development Council" (Working Title). B. Abandon the usage of "Flex Day" in favor of adopting a new term. C. Ensure that the new PD structure (see Objective A.3) fulfills flex credit obligations set forth by CCCCCO and equity criteria established internally at SMC. 	<ul style="list-style-type: none"> A. Professional Development Council roles and responsibilities are identified B. "Flex Day" is replaced with an inclusive term C. Flex credit obligations and probationary process guidelines reevaluated; new language re-negotiated to reflect current commitment to racial equity (subject to negotiation process)
	3. Establish a structure and process for PD Program(s) and explore the possibility of establishing an annual operating budget dedicated to PD.	<ul style="list-style-type: none"> Professional Development Coordinator Dean of Equity, Pathways and Inclusion 	June 2022	<ul style="list-style-type: none"> A. Identify, develop, and implement a structure to support the PD program(s) in alignment with racial equity goals and sense of belonging for students and all employee groups. B. Create and implement a comprehensive process for PD 	<ul style="list-style-type: none"> A. Structure implemented B. Comprehensive process implemented C. Exploration completed; pilot commenced D. Communication process developed, adopted, and implemented

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				<ul style="list-style-type: none"> activities (requesting funding, scheduling events, etc.). C. Explore possible ways to increase participation in equity-related PD activities throughout the year for all employee groups, and pilot the most promising methods. D. Create and implement a campus-wide communication process for professional development. E. Create and implement a structure and process to conduct departmental specific trainings. F. Build into professional development program pathways for professional advancement opportunities and upward mobility. G. Build into professional development program approaches, tools, and methods to support improvement of student racial equity. H. Build into professional development program ways to improve campus-wide morale, including a sense of belonging. I. Create and implement an employee recognition program based on data to recognize and applaud successes. 	<ul style="list-style-type: none"> E. Departmental process implemented F. Possible operating budget identified G. Professional advancement pathways, racial equity, and morale incorporated into design and plans for PD H. Employee recognition plan implemented I. PD foundational activities planned J. PD activities piloted
<p>B. Create and implement a professional development assessment and evaluation plan geared towards impacting student success and racial equity.</p>	<p>1. Create and implement a comprehensive research and assessment action plan to evaluate the professional development program activities and its impact on employees as well as meeting our college equity goals.</p>	<p>Professional Development Coordinator</p>	<p>June 2022</p>	<ul style="list-style-type: none"> A. Identify how the College currently assesses and evaluates PD activities and impact of investment in closing racial equity gaps. B. Document success data by equity metrics for students and employees and disseminate information frequently and widely. C. Assess professional development needs of all employees to help the College meet student success metrics and racial equity goals. D. Incorporate the results of the steps above into a research and assessment action plan. E. Develop and integrate equity measures into performance reviews for all employee groups (subject to negotiation process). 	<ul style="list-style-type: none"> A. Current evaluation processes documented B. Multi-methods data collection approaches established to gather quantitative (e.g., surveys) and qualitative (e.g., interviews, focus group) data C. Data collection periodically evaluated and refined D. Report production and dissemination process implemented E. Initial PD needs assessment completed; schedule for future assessments established F. Plan completed and disseminated

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					G. Equity measures integrated (subject to negotiation)
<p>C. Leveraging modern, scalable and effective training delivery methods to meet the needs of today's community college, including employee onboarding, ongoing training, and continuous performance.</p>	<p>1. Conduct a comprehensive evaluation of current onboarding of faculty, management, and classified professionals, and update current processes or create new ones that center the College's equity mission, vision, and goals.</p>	<p>Professional Development Coordinator</p> <p>Dean of Pathways, Equity and Inclusion</p>	<p>June 2022</p>	<p>A. Conduct an evaluation of existing onboarding practices, and make recommendations based upon the results.</p> <p>B. Incorporate Vision, Mission, Culture and Community into onboarding process.</p> <p>C. Working with the Human Resources and Personnel Commission, implement robust, sustainable, and equitable processes to (1) ensure employees understand equity-minded approaches and practices related to job duties, (2) provide a culturally inclusive work environment, and (3) build PD into a renewed advancement structure, with transition roles and upward mobility for all employee groups.</p> <p>D. Investigate and apply for the Caring Campus initiative through the Institute for Evidence-Based Change.</p> <p>E. Reimagine The Center for Teaching Excellence to become a PD hub for all employee groups focused on providing equity-related PD opportunities.</p> <p>F. Explore and implement as appropriate digital badges , CEUs and additional incentives at SMC.</p>	<p>A. Evaluation completed and recommendations issued</p> <p>B. Vision, Mission, Culture and Community are identified and incorporated into onboarding process</p> <p>C. Specified processes established</p> <p>D. Application for the Caring Campus initiative submitted</p> <p>E. Functionality of The Center for Teaching Excellence improved and focused</p> <p>F. Incentives explored and implemented as appropriate</p>