



*Santa Monica Community College District*

**2022-2023 ANNUAL ACTION PLAN TO SUPPORT THE  
INSTITUTIONAL STRATEGIC INITIATIVES AND OBJECTIVES**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>ANNUAL ACTION PLAN 1</b><br><br><b>Develop a Master Plan for Education, 2023-2028</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                          | <b>Lead Person:</b><br>Superintendent/President<br>Lead Administrator (tbd)<br><br><b>Other Responsible Area(s):</b><br>Senior Staff<br>Academic Senate<br>Task Force (tbd) |
| <b>Map to 2017-2022 Strategic Initiatives</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                             |
| <input checked="" type="checkbox"/> Close Gaps in educational outcomes<br><input checked="" type="checkbox"/> Educational and career opportunities and pathways<br><input checked="" type="checkbox"/> Long-term and integrated planning linked to resource allocation<br><input type="checkbox"/> Human Resource plan which supports student success<br><input type="checkbox"/> Improve facilities and technology infrastructure, integration and staffing<br><input type="checkbox"/> Ensure long-term fiscal stability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                             |
| <b>Map to Institutional Planning Documents</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                             |
| <input checked="" type="checkbox"/> Board of Trustees Core Priorities<br><input checked="" type="checkbox"/> Academic Senate Objectives<br><input type="checkbox"/> Program Review Observations<br><input type="checkbox"/> Institutional Effectiveness Dashboard Report<br><input type="checkbox"/> Student Equity Plan Activities<br><input type="checkbox"/> Guided Pathways Redesign Goals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <input checked="" type="checkbox"/> Accreditation Recommendations<br><input type="checkbox"/> Institutional Learning Outcomes Supporting Goals <sup>3</sup> #____<br><input type="checkbox"/> CCC Chancellor's Office Vision for Success <sup>4</sup> #____<br><input type="checkbox"/> Other (specify): |                                                                                                                                                                             |
| Methods to Accomplish the Annual Action Plan ( <i>include timeline</i> )<br><br>The Master Plan for Education, 2023-2028, shall establish a framework for serving SMCCD students, taking into consideration the major demographic, economic, and educational issues facing the SMC community. The Plan will be developed through: <ul style="list-style-type: none"> <li>• Consultation with SMC's leadership</li> <li>• Input from residents, businesses, community leaders, and educators</li> <li>• Interviews and focus groups with members of the Board of Trustees, students, administrators, faculty members, and classified staff</li> <li>• Extensive review of SMCCD documents, demographic data, and research</li> <li>• Internal analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT)</li> </ul> <p><u>Spring 2022</u></p> <ul style="list-style-type: none"> <li>• The Superintendent/President will designate an administrator to lead the process of developing a Master Plan for Education, 2023-2028</li> <li>• The lead administrator will collaborate with Procurement to prepare a Request for Qualification to identify a consultant to assist the District in developing a Master Plan for Education 2023-2028</li> </ul> <p><u>Summer 2022</u></p> <ul style="list-style-type: none"> <li>• DPAC or a subcommittee of DPAC will be charged with reviewing the responses to the Request for Qualifications and provide a recommendation to the Superintendent President.</li> <li>• A consultant will be recommended to the Board of Trustees for approval</li> <li>• A Task Force will be established to work with the lead administrator and the consultant in the process             <ul style="list-style-type: none"> <li>○ The Superintendent/President will request recommendations from all SMC constituencies for membership on the Task Force and report back to DPAC</li> </ul> </li> </ul> |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                             |

Fall/Winter 2022-Spring 2023

- The consultant will work with the lead administrator and members of the Task Force to facilitate the process of developing a Master Plan for Education 2023-2028

Comment: In order to meet the ACCJC requirements for planning, it is essential that Santa Monica College has evidence of a strong planning process, in particular a mission-driven Master Plan for Education. This plan, when developed and integrated through a systematic participatory governance process that includes student learning outcomes and assessment, program review, data analysis, and ongoing dialogue, form the heart of institutional effectiveness. They drive institutional priorities, resource allocation, student achievement, and institutional improvement plans.

A Master Plan for Education should do far more than describe a college's existing programs, history, and demographic environment. It should articulate a vision which informs the college's decisions, and guides college faculty and staff toward common goals.

Describe the anticipated outcomes that will result from the completion of the action plan, including how its completion might further the college's goal of eliminating equity gaps:

Santa Monica College serves a diverse population of students with an array of life experiences, preparedness skills, needs, and goals. Student needs and choices are evolving, and SMC needs to proactively address these changes. With the growth of online learning, students have more choices and are becoming more proactive in their educational choices. Students desire more collaborative and experiential forms of learning. SMC needs to provide the necessary programs and services for successful outcomes. Accountability to measure student success will continue and increase.

### Status of Action Plan

Draft Action Plan Reviewed by DPAC and Submitted to Fiscal Services

Date: January 26, 2022

#### Fiscal/Budget Committee Response

Recommendation:

The Budget Committee has reviewed the DPAC Annual Action Plan and recommends the Annual Action plan # 1 to DPAC and Dr. Jeffery as presented, for consideration of inclusion in the 2022-2023 Budget.

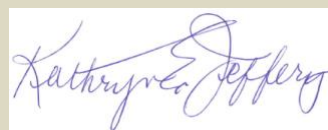
Action Plan Submitted to Superintendent/President

Date May 11, 2022

Superintendent/President's Response

- ☒ Approved  
☐ Consider\*  
☐ Not Approved\*

*\*If checked, an explanation will be provided in writing.*



Superintendent/President

Date: May 11, 2022



*Santa Monica Community College District*

**2022-2023 ANNUAL ACTION PLAN TO SUPPORT THE  
INSTITUTIONAL STRATEGIC INITIATIVES AND OBJECTIVES**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>ANNUAL ACTION PLAN 2</b><br><br><b>Relaunch “The Center” to be a learning and professional development center for all employee groups.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                              | <b>Lead Person:</b><br>Dean of Equity, Pathways and Inclusion<br>Human Resources Professional Development Coordinator<br><br><b>Responsible Area(s):</b><br>Human Resources<br>Academic Senate<br>CSEA<br>Management Association |
| <b>Map to 2017-2022 Strategic Initiatives</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                  |
| <input type="checkbox"/> Close Gaps in educational outcomes<br><input checked="" type="checkbox"/> Educational and career opportunities and pathways<br><input type="checkbox"/> Long-term and integrated planning linked to resource allocation<br><input checked="" type="checkbox"/> Human Resource plan which supports student success<br><input type="checkbox"/> Improve facilities and technology infrastructure, integration and staffing<br><input type="checkbox"/> Ensure long-term fiscal stability                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                  |
| <b>Map to Institutional Planning Documents</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                  |
| <input checked="" type="checkbox"/> Board of Trustees Core Priorities<br><input checked="" type="checkbox"/> Academic Senate Objectives<br><input type="checkbox"/> Program Review Observations<br><input type="checkbox"/> Institutional Effectiveness Dashboard Report<br><input checked="" type="checkbox"/> Student Equity Plan Activities<br><input type="checkbox"/> Guided Pathways Redesign Goals                                                                                                                                                                                                                                                                                                                                                                                   | <input type="checkbox"/> Accreditation Recommendations<br>1. Indicate Standard #_____<br>2. Quality Focus Essay<br><br><input type="checkbox"/> Institutional Learning Outcomes Supporting Goals <sup>3</sup> #_____<br><input type="checkbox"/> CCC Chancellor’s Office Vision for Success <sup>4</sup> #_____<br><input type="checkbox"/> Other (specify): |                                                                                                                                                                                                                                  |
| Methods to Accomplish the Annual Action Plan ( <i>include timeline</i> ) <ul style="list-style-type: none"> <li>• Support the Institutional Effectiveness Partnership Initiative (IEPI) in its design and implementation of a comprehensive professional development plan for all employee groups with the outcome to improve student racial equity and sense of belonging on campus.</li> <li>• Collaborate with senior administrative staff, Academic Senate, Faculty Association, CSEA, Management Association, PDC and CPDC to assess the logistics of relaunching The Center, including funding for personnel and infrastructure needs.</li> <li>• Explore methods to increase participation in equity-related professional development activities for all employee groups.</li> </ul> |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                  |
| Describe the anticipated outcomes that will result from the completion of the action plan, including how its completion might further the college’s goal of eliminating equity gaps: <ul style="list-style-type: none"> <li>• Professional development opportunities offered through “The Center” for all employee groups will align with SMC’s redesign, equity mission, vision and goals.</li> <li>• Professional development activities will actively and intentionally foster greater collaboration, synergy and coordinated action to advance student success and racial equity.</li> </ul>                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                  |

## Status of Action Plan

Draft Action Plan Reviewed by DPAC and Submitted to Fiscal Services

Date: January 26, 2022

### Fiscal/Budget Committee Response

Recommendation:

The Budget Committee has reviewed the DPAC Annual Action Plan and recommends the Annual Action plan # 2 to DPAC and Dr. Jeffery as presented, for consideration of inclusion in the 2022-2023 Budget.

Action Plan Submitted to Superintendent/President

Date May 11, 2022

Superintendent/President's Response

- ☒ Approved
- ☐ Consider\*
- ☐ Not Approved\*

*\*If checked, an explanation will be provided in writing.*



Superintendent/President

Date: May 11, 2022