

CPR Administrative

A. DEPARTMENT DESCRIPTION

1. What are critical ways your department advances the mission and goals of the college? Cite some examples. Limit 500 words.

Santa Monica College's (SMC) advancement efforts are led by two primary entities: the SMC Foundation and the Grants Office. Together, they play complementary roles in securing external funding that supports SMC's mission, strategic priorities, and commitment to student success.

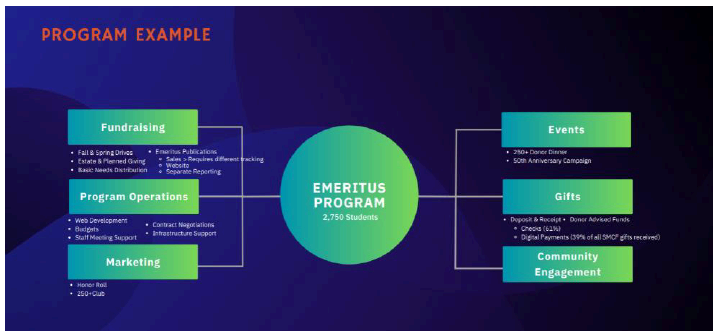
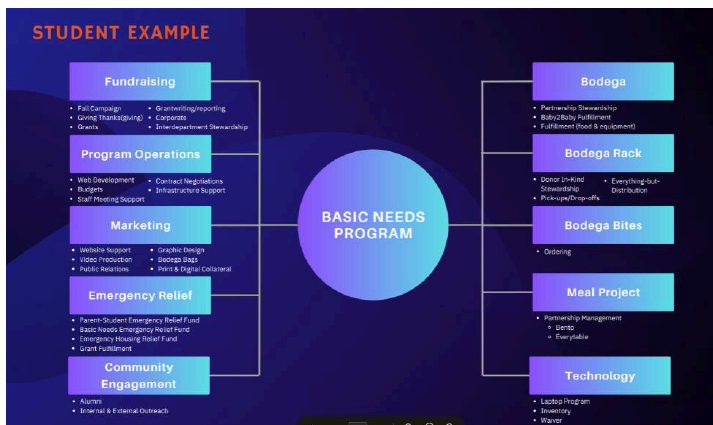
SMC Foundation ("the Foundation") is SMC's designated 501(c)(3) nonprofit organization, with a central focus on eliminating barriers to student success. The Foundation advances SMC's mission by raising and distributing philanthropic support for scholarships, grants, and programmatic initiatives that enhance the student experience. As a key partner in cultivating external relationships, the Foundation plays a critical role in building community support and securing private funding. In collaboration with SMC leadership, the Foundation ensures that institutional priorities are reflected in its strategic goals. Governance is provided by a Board of Directors composed of community members and key SMC administrators, who serve as external ambassadors and advocates for philanthropic investment in SMC.

The Foundation provides year-round support through a range of activities and programs, including student scholarships, emergency basic needs grants, program funding, faculty grants, and community engagement initiatives. Signature efforts include scholarship awards and recognition events, emergency relief grants for students experiencing financial hardship, and funding for student-centered programs such as RISING, Black Collegians, Adelante, and Emeritus. The Foundation also supports faculty innovation through initiatives such as the Chairs of Excellence program.

During this program review cycle, the Foundation has led several impactful initiatives. GIVING THANKS(giving) (GTG), launched in 2017, has grown into an annual Thanksgiving-week grocery distribution event addressing student food insecurity. What began by serving 38 students has expanded to support 2,518 students in 2025. The Chairs of Excellence (COE) program continues to fund exceptional faculty over a three-year period to advance equity-focused, discipline-specific initiatives. The Emeritus 50th Anniversary "Let's SEE SMC" campaign highlighted SMC's growth through campus visits, honoring Emeritus students for their longstanding support. Additionally, in response to the 2025 Los Angeles County wildfires, the Foundation led donation drives and distribution events, mobilizing 3,825 volunteers to serve thousands of community members with clothing and groceries.

The Grants Office complements the Foundation's work by supporting faculty, staff, and administrators in pursuing and managing public and private grant funding aligned with SMC's mission. The Office guides the campus community through grant development, submission, and post-award management while ensuring compliance with institutional and funder requirements. Through this support, the Office enables innovative, sustainable initiatives that strengthen student success and institutional effectiveness.

Key Grants Office accomplishments during this review cycle include implementation of the Grant Approval Process (GAP), a structured system overseen by a Grants Advisory Committee representing administrators, faculty, and classified staff. The process evaluates grant opportunities based on institutional impact, resource requirements, capacity, and timing. Additional activities include prospect research, pre-award development (planning, coordination, and proposal writing), and post-award management, including reporting, budget oversight, and compliance. All grant proposals supported by the Grants Office align with SMC's mission and strategic priorities.



2. What internal and external factors have impacted your department since the last review that would provide context for your self-evaluation report? Limit 500 words.

The SMC Foundation and Grants Office have experienced significant internal and external factors that have shaped operations, staffing, and long-term planning. While these impacts created challenges, they also presented opportunities for adaptation, leading both units to re-envision structures, processes, and strategic priorities to support SMC's mission over the next five years.

Two major events had the greatest influence. First, the COVID-19 pandemic required a rapid transition to remote operations. During this period, some staff departed to address personal and family obligations, and

full on-campus operations did not resume until Fall 2022. Despite these disruptions, the Foundation adapted successfully. Its off-campus office location allowed staff to alternate between remote and in-person work, ensuring continuity of fundraising, grant management, and donor engagement throughout the recovery period.

Second, the January 2025 Palisades and Eaton wildfires had a profound impact on the SMC community. In response, the Foundation and Grants Office partnered with campus leadership and community members to support students, employees, and families affected by displacement and loss. Through emergency grants and donor-funded assistance, the Foundation focused on removing barriers that could prevent students from continuing their education. These recovery efforts remain ongoing and reflect a long-term commitment to student stability and community resilience.

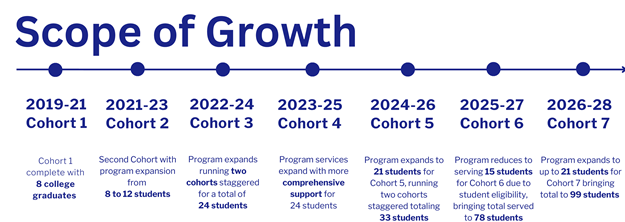
Externally, the Foundation experienced notable growth in donor engagement. Contributions increased during the review period, with significant spikes in 2021 and 2025 driven by pandemic relief and wildfire response efforts. These periods also saw an increase in first-time donors, creating opportunities to cultivate long-term philanthropic relationships through annual and endowed giving.

Table 1. Donor Giving

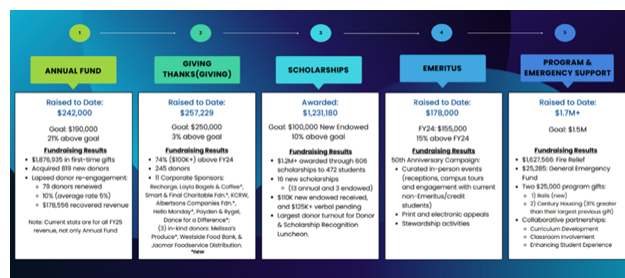
Year	Total Raised	# of Donors	New Donors	Ratio
2020	\$ 3,429,323	2058	810	39%
2021	\$ 4,072,595	2346	773	33%
2022	\$ 3,558,676	1935	533	28%
2023	\$ 4,318,021	1811	667	37%
2024	\$ 3,173,148	1640	649	40%
2025	\$ 4,069,152	1827	923	51%

Several partnerships strengthened the Foundation’s impact. Since 2019, the Carol H. and Kevin W. Sharer Education Foundation has supported seven cohorts of SMC transfer students, contributing more than \$ 2.2 million since 2019 to reduce financial barriers to degree completion. Cohort seven will serve 21 students during the 2026–28 period. Additionally, the Recharge Mentorship Program, piloted in 2024–25, provided \$188,000 in stipends and program support for students in SMC’s Interaction Design bachelor’s program. In 2025, Recharge also funded a \$50,000 scholarship—the largest single scholarship awarded by SMC—establishing a model for future high-impact partnerships.

Figure 1. Carol H. and Kevin W. Sharer Education Foundation



Additional Foundation highlights include:



The Grants Office faced significant challenges due to federal and state budget reductions and regulatory changes. In response to federal executive orders affecting Diversity, Equity, and Inclusion programs and data access requirements, SMC paused applying for federal grants in September 2025 to ensure alignment with institutional values. Several federal actions resulted in terminated or eliminated grants, including an NSF award and the CCAMPIS childcare program. Through collaboration among the Foundation and campus leadership, funding was secured to continue childcare support for impacted students through Fall 2025.



Internally, both units underwent staffing transitions and restructuring. The Foundation redesigned roles to strengthen capacity and stabilize operations, while the Grants Office was reorganized under the Foundation and rebuilt following prolonged vacancies. Leveraging hybrid and virtual tools, the Grants Office has improved collaboration, responsiveness, and service delivery, positioning both units to continue advancing student success despite an increasingly complex funding environment.

B. DEPARTMENT'S CUSTOMERS

3. Whom do you primarily serve? Describe the services you provide for each of the groups you identify (for example, students, employees, Enrollment Services Department, City of Santa Monica). Limit 250 words.

We serve students, faculty, staff, and the Foundation BOD. Support is delivered across three core areas: direct student support, program support, and faculty support, benefiting students, faculty, alumni, seniors, and the broader community.

Direct Student Support includes scholarships, internships and emergency relief grants that serve students across all SMC departments. Through donations and investment revenue, the Foundation supplements District funding where resources are limited, ensuring continuity of essential student services.

Following the January 2025 LA County wildfires, we showed **community support** by partnering with the SMMUSD to secure funding for impacted. We also support Associates, Emeritus, and special campaigns. We remain accountable to the Board and steward relationships with donors and sponsors.

The **Grants Office** serves faculty, staff, administrators, and managers pursuing grant funding on behalf of programs and departments. Over the past six years, it has supported instructional and student support initiatives through grant development and post-award management.

Scholarships represent the largest area of support, accounting for nearly 53% of all donations in FY 24-25. We manage more than 500 annual and endowed scholarship funds. The minimum award was raised to \$1,000, with awards up to \$50,000.

Table 2. Total Yearly Scholarships Awarded

Scholarship Year	Total Number of Scholarships Awarded	Total Amount of Scholarships Awarded
2019	782	\$660,650
2020	729	\$682,403
2021	747	\$672,875
2022	771	\$1,282,101
2023	481	\$835,020
2024	420	\$919,580
2025	607	\$1,237,180
Totals	4662	\$4,923,887

Table 3. 2019 – 2025 Scholarships Overview

Scholarship Type	Number of Scholarship Funds Current 2024-25 numbers
Annual Scholarships	51
Endowed Scholarships	234
Total Scholarships	266

Student basic needs through GTG, has grown from serving 50 students in 2017 to more than 2,500 annually, and support of faculty innovation through the COE program continues to advance curriculum and student engagement.

Chairs of Excellence List and Award Cycle

Names in bold are accepting applications for the 2025-26 cycle

Name	2023-24	2024-25	2025-26	2026-27	2027-28
Avaya Inc. Chair of Excellence for Life Sciences			Year 1	Year 2	Year 3
John F. Drescher Chair of Excellence for Earth Science or Environmental Science/Studies	Year 1	Year 2	Year 3		
Sam Francis/Marty Sosin Chair of Excellence in Art or Photography			Year 1	Year 2	Year 3
Jose Luiz Nazar Chair of Excellence - Performing Arts		Year 1	Year 2	Year 3	
Iona Jo Katz Chair of Excellence in Music		Year 1	Year 2	Year 3	
Northrop Grumman/Elkin Chair of Excellence for Physical Science			Year 1	Year 2	Year 3
Carol & Bill Ouchi Chair of Excellence in Business or CSIS		Year 1	Year 2	Year 3	
Providence St. John's Health Center Chair of Excellence for Nursing or Respiratory Therapy			Year 1	Year 2	Year 3
SMC Foundation Chair of Excellence in History, Philosophy or Social Science (endowed)			Year 1	Year 2	Year 3
SMC Foundation Chair of Excellence for Communication, English or Media Studies			Year 1	Year 2	Year 3

C. ASSESSMENT AND EVALUATION

4. Describe the progress your department has made on meeting the objectives and recommendations from your last program review. (Skip if first time completing program review) Limit 500 words.

The Foundation set three key objectives: (1) increasing diversity within the scholarship applicant pool, (2) strengthening development capacity through strategic staffing, and (3) expanding the Foundation BOD from 14 to 16 members by 2026. All three objectives have been met or are actively underway. Multiple scholarship cycles have been completed with inclusive outreach, key development positions have been filled, and Board expansion efforts continue.

During the 2024–2025 academic year, we received 1,649 scholarship applications and awarded 459 scholarships, representing an overall award rate of approximately 28%. Applicants included a diverse mix of continuing students, first-time freshmen, transfer students, graduating students, and returning students. Graduating and continuing students accounted for the largest share of awards and total dollars distributed,

reflecting alignment with student progression and completion goals. Scholarship data is provided through collaboration with the Financial Aid Office and Institutional Research.

The following table provides an overview of most recent year 2024-2025 scholarship applicants and awardees.

Student Status	# Students Applied	# Students Awarded	% of Students Applied	% of Students Awarded	Dollar % (\$1,163,430)
Continuing	687	210	41.66%	30.57%	42.1%
First Time First Year*	376	57	22.80%	15.16%	7.6%
First Time Transfer In**	130	18	7.88%	13.85%	3.3%
Graduating***	385	142	23.35%	36.88%	41.2%
Returning****	59	20	3.58%	33.90%	4.3%
Status Unknown	12	12	0.73%	100.00%	1.5%
TOTAL	1,649	459	100.00%	27.84%	100.0%

*First time enrolled in SMC after high school
 **First time at SMC; transferred in from another institution (2 year or 4 year)
 ***Received an AA, AS, ADT, or the BS for Interaction degree, whether they transferred or not
 ****Was previously enrolled at SMC but took a break for at least one semester before reenrolling in 2024-2025

Notes: The data sources for this table were provided by the SMC Financial Aid Office and Institutional Research departments.

To further strengthen equity-driven decision-making, the Foundation participated in a year-long Data Coaching program with Institutional Research (2023–2024). The goal was to build internal capacity for data analysis and inquiry to inform race-conscious and equity-minded improvements. The Foundation examined whether African American male students were disproportionately underrepresented in scholarship applications or awards. Analysis revealed that application and award outcomes were equitable across student populations, regardless of gender or ethnicity. This process strengthened the Foundation’s ability to use data to inform future outreach and program refinement.

Operationally, the Foundation focused on improving donor data management and financial processes. During this review cycle, the Foundation migrated accounting functions from Financial Edge to QuickBooks Online and expanded use of Raiser’s Edge for donor relationship management and communications. A formal strategy was implemented to update and manage alumni and Emeritus data. Over the past four years, the Foundation has stewarded relationships with more than 15,900 donors, maintaining a strong base of ongoing philanthropic support.

The Grants Office also achieved significant progress in 2024–2025. With senior leadership approval, a Project Manager was hired to strengthen research, outreach, proposal development, and post-award support. This additional capacity resulted in an increase in funding opportunities shared with departments, more grant applications submitted, and greater support for initiatives without dedicated project managers. The position has substantially enhanced the Grants Office’s ability to serve the campus and contributed to increased external funding secured for SMC.

5. Outcomes are the results your department hopes to achieve after providing services and carrying out the functions of your department. What are one to three outcomes your department has focused on since the last program review cycle? How do you assess or measure them (i.e. survey, internal tracking)? Limit 300 words.

Donor Stewardship

We have strengthened our relationships that impact our programs. Board members increased their annual

commitments from \$10,000 to \$15,000, reflecting a stronger culture of engagement. Endowed scholarship minimums were raised from \$10,000 to \$25,000, and annual scholarship minimums increased from \$500 to \$1,000, resulting in more frequent and higher-value gifts from our supporters. Board diversification and growth have expanded membership by 14% and tapped community and business leaders who share our commitment to student success.

Student Support

Student support expanded through basic needs initiatives, including emergency relief grants, increased scholarship funding, and higher award amounts. New internships and mentorship opportunities were created through the Recharge partnership, supporting students in the IxD program.

Faculty Support

Faculty innovation continues to be supported through the COE program which provides multi-year grants to advance curriculum development and student engagement.

Program Support

Program support has grown significantly over the past six years, with increased funding for initiatives such as GTG, corporate giving, and corporate grants.

Foundation Initiatives Impact

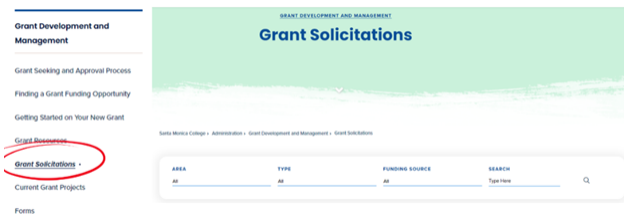
	Donors	Students	Faculty	Program Support	Community-Events	Operations
OUR IMPACT	Fundraising Campaigns	Scholarships 34th Funds	Grants	Recharge + SMC	VIP Welcome Week August	SMC Board of Directors
	Engagement Outreach and Messaging	Basic Needs	20th Project Funds	SMC Associate Program	SMC Start-Up Fall-Spring	Scholarship/Financial Aid Office Cashes
	Teams, Meetings, In-Person Connections	Global Symposium	Chair of Excellence Grants	Alpha Gamma Sigma	Guest & Scholarship Reception/Luncheon May	Program Fund Statements
	Volunteer Engagement	Guest Speakers/Industry Expos	Academic Department Renovated/Expanded Fund Rise Program	Fashion Design + Retail, Law Pathway and more	GIYNO THAMAS (going Nevada)	Endowed Scholarship Fund Statements
	Prospecting & Pipeline Development	Internships & Mentorships	Emerging Five Relief Grants for Faculty & Staff	Share Scholars Program	New Faculty & Leadership Welcome Receptions	Purchasing Support
	Communications, Updates, Reports, Reporting	Emergency Relief Grants	Funding for Adding Classes EOP	Adelante/Latina Center	Anniversary Events & Building Grand Openings	Audit Preparation & Review
	Acknowledgment Letters, Memorized TV Cards, SocialMedia.com	Communication Center 3-YR Commemorative		Black Colleges	Widow's Disaster Relief Strategy	Event/Project Trainings & Reports
						Program Review

Grants Office Outcomes

We have strengthened processes, training, post-award management, and its website. Annual workshops have been conducted since 2021, covering topics such as the Grant Approval Process (GAP), proposal development, compliance, and project management through in-person, virtual, and one-on-one sessions. These efforts have resulted in annual increases in GAP submissions. Post-award management has been enhanced through structured oversight including quarterly project manager check-ins, fiscal coordination and BOT approvals.

The website has been redesigned to improve accessibility and timeliness. Since its launch in 2023, the number of funding opportunities posted has increased from 52 in June 2024 to 108 by October 2025—reflecting improved staffing capacity and systematic tracking.

Grants Website Updates



6. Describe how your department incorporates stakeholder (student, employee groups) feedback for unit planning. Limit 300 words.

Foundation

The Foundation consistently gathers feedback from key constituent groups, including Foundation staff, SMC employees, managers, departments and programs, the Management Association team, and event volunteers. Structured post-event debrief meetings are held after major initiatives such as GIVING THANKS(giving), wildfire relief efforts, scholarship luncheon, Emeritus programming, VIP Day, and other student and community facing events provide an opportunity for staff and volunteers to reflect on successes and identify areas for improvement. Insights collected during these debrief sessions directly inform future planning and help strengthen departmental best practices.

An example of feedback-driven improvement is the evolution of the GTG event. Based on staff and volunteer input, GTG transitioned from a multi-day drive-through model used during the pandemic to a farmer's market-style grocery distribution in the center of campus. This location intentionally connects students to the on-campus Bodega and Basic Needs resources, including CalFresh, housing, transportation, and mental health services. Additional feedback led to adjusting the 2025 GTG to a two-day event with extended hours (11 a.m.–7 p.m.) to better accommodate student schedules.

Direct student feedback is collected through online surveys. In 2025, recipients of wildfire disaster relief funds were surveyed to understand how the support aided their recovery. Responses were shared with grant funders and donors to demonstrate the impact of their contributions.

Grants Office

The Grants Office welcomes feedback from faculty, staff, administrators, and senior leadership through meetings, trainings and surveys. Input helps align grant activity with District priorities.

Feedback has directly informed grant training topics, resulting in at least two campus-wide workshops annually since 2021. Most recently, a hybrid "Grant Writing 101" workshop held during Fall 2025 Professional Development Day incorporated participant survey data to shape future trainings. New resources were developed and made available campus-wide, reinforcing the Grants Office's commitment to responsive, data-informed service delivery.

7. Based on analyses of the data your department collects, address the following questions Limit 500 words.: a. What is your department doing well? b. What didn't work as well in your department in the last six years? c. What are the lessons you learned? What will you do differently in the future?

a. What is your department doing well?

General Management

As of Summer 2025, the Foundation is fully staffed and positioned to support advancement initiatives effectively. The President/Dean of Institutional Advancement provides strategic leadership and aligns Foundation and District resources with institutional priorities. The Accounting Manager and CFO have maintained clean audits annually. The Development Director and Senior Development Manager have strengthened donor stewardship, expanded partnerships, and increased corporate and philanthropic support. The Senior Operations Manager leads the scholarship program in coordination with Financial Aid to ensure accuracy and equitable access. The Grants team has expanded prospect research and proposal development to support faculty, staff, and students.

Communication and Programs

The Foundation has enhanced communications through website updates, social media, donor mailings, campaign materials, and Board communications. Public visibility has increased through media coverage and campus storytelling around GIVING THANKS(giving), wildfire relief, and annual campaigns. Student support has expanded through increased scholarship awards, basic needs and emergency relief funding, and internships/mentorships. Faculty innovation continues through the Chairs of Excellence program.

Processes and Grant Management

Donor stewardship is tracked through Raiser's Edge NXT, and financial coordination ensures accuracy and transparency. The Grants Office has strengthened grant tracking, updated its grant management handbook, and implemented quarterly project manager meetings to ensure compliance, reporting, and budget oversight. Both teams participate consistently in required District training.

b. What didn't work as well in your department in the last six years?

Infrastructure and Software

Development, financial, and scholarship software systems have historically been cumbersome and limited in reporting functionality, requiring workarounds and added staff time. The Foundation has prioritized investing in more robust, integrated systems in order to implement solutions to streamline operations, enhance reporting, and reduce staff burden.

Capacity and Staffing Challenges

Scholarship opportunities increased while staffing in Financial Aid remained unchanged, placing strain on administration and review processes. Alumni engagement efforts did not achieve anticipated participation, leading to a reassessment and integration of alumni outreach into broader development roles. Staffing gaps in Development and the Grants Office during portions of the review cycle created challenges that were mitigated through team effort and have since been resolved.

c. What are the lessons you learned? What will you do differently in the future?

The Foundation has demonstrated resilience and adaptability in responding to both planned and unanticipated challenges. During the COVID-19 pandemic, the team successfully transitioned to remote operations while maintaining services and increasing donor support for students. In early 2025, the Foundation and Grants Office responded to the Palisades and Eaton wildfires by rapidly securing and distributing essential resources to students and the broader community, all while maintaining routine responsibilities such as reporting and grant submissions.

These experiences reinforced the importance of flexibility, cross-training, and strong internal communication. The Foundation will continue to elevate donor stewardship, build high-impact partnerships, and increase scholarship support for students' persistence, graduation, and transfer. Alumni engagement will be pursued through an integrated development approach rather than a standalone function. The Grants Office will continue implementing Program Review recommendations to strengthen campus-wide grant readiness and success.

D. FUTURE OF THE DEPARTMENT

8. Tell us your department's vision: Where would you like your department to be six years from now? Limit 500 words.

The vision of the Department six years from now is to support a transformative educational landscape where education is accessible to all, guided by compassion, inclusivity, and unwavering support and every individual can realize their full potential. We aim to achieve this vision through the expansion of our scholarships, grants, programs and initiatives that are designed and implemented with our focus on our SMC and community stakeholders.

Our vision includes:

- Expansion of our donors and corporate sponsors to support increased student financial support through scholarships
- Expansion of federal, state, local and private funding sources to diversify our portfolio in support of e SMC's programs and community engagement initiatives
- Expansion of our program support for basic needs and emergency grants to support immediate stressors that create barriers to student success

- Developing new scholarships and faculty support programs aimed at students and faculty in cutting edge educational programs
- Enhancing financial software and database management to increase and enhance the accuracy of information, ensure fiscal integrity and reduce human error

Overall, our vision is to serve as a model with best practices and serve as a beacon of excellence for other colleges, foundations and entities. We continue to strive to leverage our assets to support new and existing programming to increase enrollment.

9. What are some challenges you anticipate facing in accomplishing your department's vision? Limit 500 words.

Some of the challenges the department may face in accomplishing our vision is tied to internal factors including:

Senior Leadership – During this program review period there is significant change within senior leadership and a major organizational realignment. The Superintendent/President will retire at the end of 2026 and three of the five senior vice presidents are retiring between 2025 and 2026. A new Superintendent/President will bring a fresh vision to the institution.

In addition, representatives at the Board of Trustees level have changed over the past two years and as terms expire and new representatives are elected the goals and priorities for the SMC are anticipated to change and reflecting the dynamic and diverse community of Santa Monica and greater Los Angeles County. These changes will also align with the diversity of our student body and the integration of emerging technologies, updated curricula, and innovative programs projected to launch over the next six years.

District and Foundation Budget - The federal and state funding is an important factor in how the Department will be able to operate and respond to the needs of the SMC community. The elimination of the Department of Education and its many grant programs that have previously funded our STEM programs, minority serving education initiatives, childcare subsidy and other innovate curriculum will need to be replaced with funding that must be identified from other sources.

Relationships with new individual and corporate donors will need to be fostered to increase funding to support scholarships and existing programs to meet the goals and priorities of the District and Foundation.

Emeritus – Funding support has been on the decline over the past two years. The Foundation will seek new initiatives to solicit an increase in donations from our Emeritus students. The Foundation team will coordinate with the Dean of the Emeritus program to consider a survey of students to gauge their willingness to donate.

Grant Opportunities – Continued federal legislation that is counter to the District's mission will impact ongoing grant opportunities for curriculum, programs and other District and Foundation initiatives. State budget constraints and the elimination of both federal and state programs will require the Grants Office to conduct additional research and find new funding sources to support faculty, staff and students. New funding sources may not provide the higher level of funding that has been available through federal and some state grant programs.

10. What are the action steps your department needs to take to accomplish the vision? Limit 500 words.

1. *Develop and Implement a Scholarship Platform*

- develop request for proposals to identify consultant to design a scholarship database system
- support expanded student scholarship opportunities, applications, review and management
- ensure accuracy of data and reporting
- Develop milestones for configuration and integration

2. Expand Advancement Initiatives

- Increase Endowed Fund
- Increase donations by 20% annually
- Increase Corporate Partners for In-kind and Corporate Sponsorships by 10% annually

3. Support SMCs goal of increasing enrollment/retention

- Increase outreach to students through Giving Thanks(giving) and other program initiatives
- Increase profile across all social media platforms through enhanced marketing and public relations

4. Expand Foundation Board

- increase board membership by 20% annually over the next 3 years
- Expand Board diversity (gender, ethnicity)

5. Alumni Engagement

- Develop engagement plan
- Recruit alumni ambassadors to promote opportunities for giving back to SMC for new alumni and those that graduated in prior years. Engage alumni to financially support students through scholarships and donor supported programs

6. Expand Grant Research

- Increase research to state, local, private, corporate funding to support District priorities and goals
- Maintain the information through the developed database on the Grants Office website

7. Increase Grant Applications

- Increase grant applications by 10% annually
- Identify and submit grant proposals to support faculty led curriculum development, professional development, program support.

11. How will you know you've successfully made progress towards your vision? What are the expected outcomes/results (transformative change in skills, attitudes, behaviors, workflow, etc.). If relevant, discuss your departments' progress towards the goals of the six-year action plan. Limit 500 words.

The Foundation's success is measured by our students' achievements—retention, graduation, and transfer to four-year institutions. From 2023 to 2025, revenue grew 31%, allowing us to expand our scholarship program with more and larger awards (including \$35,000 and \$50,000 scholarships), removing financial barriers and supporting student goals.

Our growing donor community reflects this success, with increased support for annual giving, scholarships, and program funds. We continue to engage past donors, welcome new contributors, and attract corporate sponsors to sustain and expand our impact.

Fiscal Year	Amount
2023	\$ 7,122,986
2024	\$ 8,646,582
2025	\$ 9,343,860

If we can accomplish the goals, the transformative changes will be seen through:

- increased number of scholarship recipients
- increased scholarship awards to students
- increased Foundation board support to guide the policies and initiatives of the Foundation
- increased alumni engagement and support

Likewise, the Grant's Office's success is realized through the successful award of grants and the support provided to faculty and staff that in turn reaches our students. Examples include new curriculum to continue STEM programs, Aquaculture, Nursing program expansion and, Artificial Intelligence (AI) professional development to support faculty and student engagement.

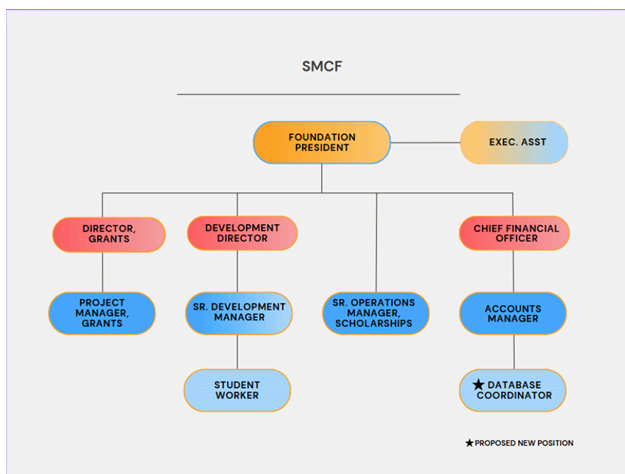
The Foundation and Grants Office will systematically assess the effectiveness of its initiatives and track measurable progress toward the goals and long-term vision outlined for the next program review cycle. Regular departmental meetings will serve as a forum for evaluating the implementation of our action plan, reviewing outcomes, and making data-informed adjustments as needed. We will actively engage established feedback mechanisms, incorporate input from key stakeholders—including faculty, staff, senior leadership students, and our Board of Directors and Board of Trustees and analyze both direct and indirect assessment data. This continuous improvement process will ensure the department remains responsive and aligned with institutional priorities, ultimately supporting the successful achievement of the six-year action plan.

E. EMPLOYEE/STAFF AND DEPARTMENTAL CULTURE

12. Who makes up your department? Describe your staffing levels including full-time/part-time status and classification (per unit, if applicable) Limit 200 words.

The SMC Foundation organization chart is provided below depicting the makeup of the department as of June 16, 2025. The SMCF team is made up of the following individuals as depicted in the chart.

In June 2025 the Foundation was able to add a person in the role of Senior Development Manager. In this role the team member is focused on supporting donor relations, event planning and logistics for many of our fundraising and sponsor events.



13. Analyze your current staffing levels in the context of your department's vision and goals for the next six years (refer to response in question #9). Limit 300 words.

As of mid-year 2025, the Foundation is staffed at levels that support both current goals and planned goals. Please refer to the organizational chart in #13. Based on the organization chart the vision for expansion of the team is the addition of a Database Coordinator. The Foundation team utilizes Blackbaud Raisers Edge NXT a cloud-based Customer Relationship Management software designed to track our donors and create opportunities to increase our scholarship and program funding to support students and programs. Currently the Development Director, Senior Development Manager, Accounting Manager and CFO have access to this system and use it regularly in the course of administering donor relationships. The role of the envisioned Database Coordinator is to enter donor data, financial gifts received generate reports and send donor thank-

you acknowledgements. The Database Coordinator will also be responsible for the accuracy and integrity of the data entered into the system. Currently database management is shared between the Development Director, Accounting Manager and a student worker. This sharing of tasks takes away from other responsibilities the management team has does not provide for the deep-level review of data accuracy and integrity. This is an area that the Foundation seeks to address over the next few years based on funding stability for the Foundation and District.

In the Grants Office, the current staffing level was two full-time staff – the Director of Grants and the Project Manager, Grants. The Project Manager, Grants position is contingent on District funding. These two positions provide the optimal staffing level going forward and align with the recommendations of the Program Review Committee from prior years.

As a result of recent District layoffs, the Project Manager position will be eliminated effective 6/30/26. The current Project Manager has transitioned from the Department.

14. Describe how your department provides ongoing professional development opportunities for employees. Limit 300 words.

The Foundation supports staff professional development through a wide range of on-campus, virtual, and external training opportunities to ensure continuous skill-building and engagement with current tools, resources, and best practices. Team members participate in District-sponsored programs, webinars, conferences, and mandatory compliance trainings.

Professional development opportunities include Management Association Fall and Spring retreats and monthly meetings, which address topics such as equity and inclusion, student equity planning, District master planning, new curriculum initiatives, federal legislation updates, grant writing, leadership roles, and wellness. Staff also participate in District Fall and Spring Professional Development Days, covering similar institutional priorities. Mandatory compliance trainings are completed through platforms such as Keenan Safe Colleges Online, ADP Preventing Harassment, and HR Manager 101. Additional external learning includes participation in the Association of California Community College Administrators Conference.

The Grants Office plays a central role in delivering specialized professional development related to grant development and management. It hosts ongoing webinars focused on grant writing, funding research, and the Grant Approval Process (GAP). These trainings are recorded and made publicly available on the Grants Office website, along with curated external resources such as Department of Education webinars, funder-hosted trainings, and grantsmanship centers.

During the 2024–2025 academic year, the Grants Office conducted multiple trainings, including an Academic Senate presentation (December 2024) and a GAP Approval Process workshop in May 2025 with approximately 40 participants. These sessions were recorded and shared broadly for asynchronous access. In Fall 2025, the Grants Office led a hyflex workshop titled *Grant Writing 101: Understanding the Basics* during Professional Development Day, reaching 25–30 participants and providing an overview of grant services and resources available to the campus community.

Together, these efforts ensure staff remain informed, compliant, and well-equipped to support institutional goals.

15. What is the impact of professional development engagement on the effectiveness of your department? Limit 300 words.

The Foundation team's participation in professional development—both through SMC and external programs—has had a strong positive impact on individual growth and overall departmental effectiveness.

These opportunities have strengthened staff skills, expanded capacity, and supported employee wellbeing. Team members have adopted new technologies, such as Canva, to create more engaging and adaptable materials that effectively communicate Foundation achievements, opportunities, and programs.

Professional development has also contributed to increased productivity and resilience by providing relevant tools and knowledge while supporting mental, physical, and emotional wellbeing. One example of learning put into practice stems from the Director of Grants' participation in the Association of California Community College Administrators conference, where a session led by Dr. Sade Burrell (UC San Diego) focused on reducing stress to strengthen leadership. The insights from this session were shared with the Foundation team, which has since embraced strategies centered on self-care, balance, and sustainability to maintain long-term effectiveness in leadership roles.

Another example of applied learning is evident in how the Foundation approaches scholarship programs, basic needs initiatives such as GIVING THANKS(giving), and emergency response efforts through an equity-based lens. Campus professional development sessions led by Ruben Canedo, Director of Strategic Equity Initiatives at UC Berkeley, emphasized examining decision-making processes to ensure fairness, inclusion, and the removal of barriers for students. These principles guided the Foundation's planning and implementation efforts, including its inclusive, dignified response to the January 2025 Palisades and Eaton wildfires. During this crisis, the Foundation fostered a volunteer-driven response rooted in equity, compassion, and community support, reflecting professional learning translated into meaningful action.

16. Describe the elements of your department's workplace culture and climate that significantly impact (both negatively and positively) your ability to achieve your goals. Limit 500 words. For example, a departmental culture with little opportunities for collaboration and an emphasis on independent work may mean loss of knowledge/skills on specific domains when a team member leaves. Or the positive impact of working in a state-of-the-art facility has improved the productivity of the employees in the department.

The Foundation's workplace culture and climate is collaborative and cohesive. The Foundation team is supportive of each other and works to be responsive to the needs of our team members in accomplishing our responsibilities and the goals of the department. The team is cross-trained to be able to respond to internal and external constituencies regardless of our specific job titles. This provides flexibility, responsibility and autonomy within the team structure. As a small yet mighty team we are agile and serve as the "go-to department" for problem-solving and solution driven in our responsiveness to our students, faculty and community that we serve.

The Foundation workplace climate is also inclusive and innovative. As the separate 501 c(3) for SMC, the Foundation is overseen by an independent Board of Directors that serve as fiduciaries to the SMC Foundation. The Foundation team reports to this board and is entrusted by the board to be responsible and accountable for the scholarships, donors, grants, programs and initiatives overseen by the Foundation team.

The Foundation's physical location has both advantages and disadvantages. On the positive side, the team benefits from an independent environment that fosters focus and productivity. Since many Foundation events and programs require early starts, late finishes, and weekend commitments, working in an offsite building offers greater flexibility as well as convenient access to necessary supplies, equipment, and office resources.

However, the downside is that being separated from the main campus limits our daily interaction with students, faculty, staff, and leadership. This physical distance also means we miss out on the energy and vibrancy of the campus community.

17. Discuss ways your department creates a more equitable departmental culture. Address one or more of the following points: Limit 500 words. *Creating space for discussing issues of race and racism in ways that are

relevant to work *Promoting trainings and professional development opportunities focused on racial equity *Setting and enforcing departmental norms related to open, honest, and collegial communication *Ensuring staff who belong to a racially or other minoritized group (sexual orientation, gender, etc.) feel validated and respected and are part of the decision-making process on an ongoing basis *Deepening trust and sense of community amongst the diverse staff *If relevant, ensuring departmental practices, policies, and procedures do not create barriers for minoritized student groups (racially minoritized, low-income, first-generation college, undocumented, Veteran, students with disability, etc.)

The Department intentionally creates space for discussion of race, racism, and related social issues as they intersect with campus work. The team of eight includes four staff members who identify as people of color, as well as a consultant CFO who is also a person of color. The Foundation President/Dean of Institutional Advancement prioritizes an inclusive climate and provides space during weekly team meetings for staff to share concerns, perspectives, and lived experiences.

During moments of heightened campus dialogue—such as the 2023 Theatre Arts production *By the River Rivanna* and the 2024 campus protests related to Israel and Palestine—the team engaged in open discussions to acknowledge emotional impact, personal histories, and professional responsibilities. These conversations supported staff wellbeing and reinforced mutual respect.

The Foundation actively encourages participation in campus and external professional development focused on racial equity. Team members regularly attend Fall and Spring Professional Development Days, including equity-centered sessions such as Ruben Canedo's *Strengthening Student Success: Centering Relationships* and Student Equity Plan imagining sessions.

Staff also participate in EPI Center trainings, mandatory HR equity and compliance trainings, and the Network of California Community College Foundations. In 2023–2024, three Foundation leaders participated in a year-long Data Coaching initiative led by Institutional Research and Black Collegians, building capacity to use data for equity-minded inquiry. Learnings were shared across the department.

Through grant development, the department supports equity-focused initiatives, including Employee Resource Groups, ethnic-minority mentorship programs, and the successful designation efforts for federal Title III and Title V programs and the Black Serving Institution (BSI) application.

The Department maintains clear expectations for collegial communication through consistent, transparent practices. Communication occurs via email, meetings, Zoom, Teams, and shared documentation. The Grants Office proactively shares funding opportunities, timelines, and requirements and maintains a centralized website for resources and forms. Regular engagement with VPs, Deans, faculty, staff, and project managers ensures alignment and timely information-sharing.

The Department's diverse team collaborates closely on decision-making and planning. All staff are encouraged to contribute ideas and feedback. Annual team retreats strengthen trust, communication, and a shared sense of belonging, reinforcing a respectful and inclusive workplace culture.

The Department has built strong relationships across campus with faculty, administrators, staff, and students. Ongoing collaboration, responsiveness, and follow-through have strengthened trust and positioned the team as a reliable partner in advancing SMC's mission and equity goals.

The Department actively works to eliminate barriers through equitable practices. The Grant Approval Process (GAP) ensures fair access to grant opportunities and is overseen by a diverse committee representing key campus areas, including Equity and Inclusion and Student Affairs. Development and grant efforts prioritize funding for scholarships, programs, and services that support historically minoritized student populations.

F. BUDGET AND RESOURCES

Human Resources and Professional Development

18. Based on your department's six-year vision and the action plans to get there, discuss the optimal staff structure to achieve your vision. Include in the discussion: Limit 500 words. a. The opportunities to revamp your workflow, procedures, and processes to increase efficiency b. Re-envisioning of existing job classifications and/or creation of new job classifications, if applicable c. Your succession and training plans (including cross-departmental training) to ensure that you have the right people in the right jobs today and in the years to come d. Knowledge management practices - documentation of key workflow and processes to ensure continuation of critical services provided by your unit

Over the past six-year review period, the Foundation has expanded and reimagined staffing to improve operational efficiency. New roles include a Senior Development Manager focused on event management, logistics, and future alumni relations, and a Senior Operations Manager dedicated to overseeing the scholarship program. Looking ahead, the Foundation will continue strengthening documentation of procedures to support daily operations, institutional knowledge, and succession planning.

Prior to 2021, the Grants Office was staffed by a single position. With the addition of a Project Manager in July 2024, the Grants team was able to distribute workload more effectively, expand outreach to faculty and staff, increase funding research and proposal submissions, and improve post-award grant administration. This staffing enhancement significantly improved collaboration and capacity that had previously been limited. Unfortunately, due to recent District layoffs, the Project Manager position will be eliminated effective 6/30/26. The department will evaluate alternative approaches to support and strengthen pre and post award grant management activities.

The Foundation operates with a small, high-impact team aligned with District priorities. Four positions are District-funded and subject to coordination with Human Resources and the Personnel Commission through the PBAR process. A major staffing enhancement was the creation of the Project Manager, Grants position, recommended in prior program reviews and approved in 2022. After initial turnover and temporary coverage, the position was permanently filled in July 2024 and has substantially strengthened grant development and management, resulting in successful awards supporting Nursing, Basic Needs, and faculty professional development. District layoffs have created challenges for the growth and sustainability of the Grants department. However, the Foundation team remains optimistic and will re-envision strategies to strengthen and support grant administration moving forward.

Five positions are Foundation-funded and continue to be re-envisioned as outreach expands. In 2023, an Associate Director of Alumni Engagement position was created but later eliminated after reassessment of priorities and capacity. This led to the creation of the Senior Development Manager role, which centralizes event logistics and will incorporate alumni engagement functions over time. At present, staffing levels for both the Foundation and Grants Office are considered optimal, contingent on future budget conditions.

The Foundation and Grants Office emphasize succession planning through documented workflows, updated organizational charts, and annually reviewed job descriptions. Weekly team meetings include cross-training and role-sharing so staff can respond to operational needs and ensure continuity during absences or transitions.

The Foundation documents donor relations workflows, data entry procedures in Raiser's Edge, and communication templates. The Foundation website serves as a centralized resource hub. The Grants Office maintains and annually updates the Grant Manager Handbook, providing guidance on post-award management, compliance, budgeting, and coordination with District offices. The Grants Office website further supports faculty and staff with training materials and step-by-step grant development resources.

Budget and Space

19. Based on your department's six-year vision and the action plans to get there, analyze your existing space and infrastructure environment and discuss changes that would improve your unit's productivity, efficiency, and effectiveness. Limit 500 words. Examples: redesign of existing space, additional space needed/space no longer needed, additional technology, change in technology)

The SMC Foundation is located at 1516 Pico Blvd., adjacent to the Operations and Maintenance Building and a major construction site. A key challenge is the **lack of ADA accessibility**. Administrative offices are located on the second floor with no elevator access, requiring visitors with mobility needs to meet staff on the first floor or virtually. Adding ADA-accessible infrastructure would significantly improve equity, access, and visitor experience.

The Foundation's **physical space is at capacity**. Eight staff work on-site daily, with additional staff rotating in periodically. Space constraints limit seating, storage, and the ability to add student workers or a proposed Database Coordinator. Two vacant cubicles are currently used for equipment storage related to major events such as GIVING THANKS(giving) and the Donor & Scholarship Recognition Luncheon. The Foundation offices also serve as the clothing donation and storage site for the Basic Needs Department's Bodega Rack program. Additional cubicles—potentially repurposed within the first-floor conference area—along with updated workstations would improve workflow and efficiency.

Technology upgrades are also needed, particularly in the first-floor conference room. Enhanced video conferencing, monitors, and hybrid meeting capabilities would support collaboration with on- and off-campus participants and increase meeting effectiveness.

Safety and security present ongoing concerns. Unauthorized individuals have accessed exterior areas, and parking congestion from nearby construction affects staff and visitor access. Limited lighting and surveillance heighten safety risks, especially during early or late work hours. Installing a secured entry gate, additional lighting, and cameras at building entrances, stairwells, and the parking lot would improve safety and provide visible deterrence.

20. Assess whether your current budget aligns with your plan of work for the next six years and is adequate in helping your unit meet your goals. If not, what changes in the budget need to be made? Discuss reallocation of existing budget lines, increase/decrease of overall budgets or specific budget lines. Upload document or spreadsheet, if necessary. Limit 500 words.

The Foundation is partially funded by the District, which supports four of eight staff positions and subsidizes facility rent. While this support remained stable through 2024, **District budget reductions in 2025 pose a risk to staffing and service continuity**.

Foundation-funded positions are supported through administrative fees generated by fundraising and donations. Despite operational challenges during COVID-19, philanthropic revenue increased consistently over the past six years. However, sustaining current staffing levels will require continued collaboration between the Foundation President and District leadership to ensure funding alignment.

Over the next six years, budget planning must prioritize protecting core staffing, addressing space and security needs, and investing in technology upgrades. Strategic reallocation and shared funding solutions will be essential to maintain operational effectiveness and support the Foundation's expanding role in advancing student success and community engagement.

This form is completed and ready for acceptance.