



ANNUAL REPORT FOR 2014-15
Santa Monica College

INTRODUCTION

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

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

Here are key highlights:

- Santa Monica College made history as one of fifteen community colleges selected by the California Community Colleges Board of Governors to be part of the state's landmark Baccalaureate Degree Pilot (BDP) program, to offer a Bachelor's of Science Degree in Interaction Design.
- Our reputation as the leading job trainer in Los Angeles's Westside was also vastly enhanced by the role we played in forming an educational and industry LA-based consortium called "LA HI-TECH" which received \$15 million from the California Career Pathways Trust Grant and was recognized by President Obama's TechHire Initiative.
- Firmly believing that the essence of our excellence lies in our outstanding faculty, we hired 32 full-time, tenure track faculty members in 2014-15.
- 19 new credit courses, several in innovative new areas; one new Associate Degree and Certificate of Achievement; and three new Associate Degrees in Transfer (ADTs) were approved. 17 ADTs have been approved by SMC's Academic Senate and Curriculum Committee in response to the Chancellor's Office directive to have 14 ADTs approved by August 2015.
- SMC continues an unbroken 24-year streak as the No. 1 transfer institution to the University of California, UCLA, USC and Loyola Marymount University.

- We have benefited from a healthy, recovering state economy. The June 2015 adopted tentative budget projects 2014-15 to close with an ending unrestricted general fund balance of \$9.8 million or 6.39 percent (this includes a \$1.6 million deficit factor, which may be reduced significantly), and projects 2015-16 to close with an ending unrestricted general fund balance of \$20.2 million.
- SMC received its fourth consecutive clean audit without any findings – and this was also our eighth consecutive year without financial findings.
- Enhanced support from the state in the form of two new categorical funds – Student Success and Support Program (SSSP) and Student Equity – from which SMC received over \$3 million and over \$1 million respectively, has provided great impetus to our efforts to create an environment where *all* students are able to succeed. SMC’s Equity Plan was recognized as one of four statewide “exemplary plans.”
- In order to enhance our equity goals and allow more students – particularly from low income backgrounds – to benefit from scholastic opportunities and promote a college going culture, SMC’s Board of Trustees voted to exempt the \$46 enrollment fee for high school students attending SMC.
- SMC’s educational planning tool MyEdPlan won a Technology Focus Award from the Chancellor’s office. In less than a year, students and counselors have created over 17,500 education plans.
- This was a milestone year for several outstanding instructional and student support programs – Scholars celebrated its 30th year anniversary; Emeritus College: 40 years; Black Collegians: 25 years; our Nursing program: 50 years; and the Dale Ride Internship program celebrated 25 years. The longevity and continued success of these programs attest to SMC’s unflinching standards.
- Our Athletics department enjoyed a remarkable year with state championships won by SMC teams and athletes in men’s volleyball, women’s tennis, swimming and diving.
- SMC managed nearly \$5 million in grant funds – \$1 million more than the previous year – and received 16 new grant awards during the academic year, including a National Science Foundation grant for the Solar Photovoltaics Installation program and one from the S. Mark Taper Foundation for Guardian Scholars.
- In a loud affirmation of SMC’s commitment to sustainability and our bike-friendly culture, The League of American Bicyclists gave SMC a Bronze-level Bicycle Friendly University award. SMC is the first community college in California to get this award.
- A number of construction projects funded by bonds are in full swing – the new “design and media” campus on Stewart Street to house the new BS program and KCRW, among others; the East Wing of the Performing Arts Center; and the Health, PE, Fitness, and Dance project. The Information Technology building on Pearl stands substantially complete.

- The Broad Stage at the SMC Performing Arts Center celebrated its seventh year and opened its new season with the legendary Bobby McFerrin, South Africa's Isango Ensemble, and Anna Deavere Smith, to name a few. The Broad Stage is recognized as one of LA's most iconic venues and is now also one of LA County's largest educational outreach providers.
- And, in a significant move, LA County Metro approved adding "Santa Monica College" to the name of the new light rail Expo Metro station at 17th and Colorado.

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

I thank the Board of Trustees for earnestly and thoughtfully guiding us towards these achievements. Your leadership, hard work and unwavering commitment to student success and educational equality makes Santa Monica College what it is: a paradigm of excellence.

Jeff Shimizu
Interim Superintendent/President

ACCOMPLISHMENTS OF 2014-15

BACHELOR'S OF SCIENCE DEGREE IN INTERACTION DESIGN (IxD)

Santa Monica College was selected by the California Community Colleges Board of Governors as one of fifteen community colleges to be part of the state's landmark **Baccalaureate Degree Pilot (BDP)** program. Made possible by SB 850 (Sen. Marty Block, D-San Diego) and signed into law by Governor Brown in September 2014, the BDP was designed to address a statewide shortage of baccalaureate degree holders and required colleges to submit proposals in areas that address a dire local workforce need and in which the California State University or University of California does not offer a Bachelor's degree.

SMC's proposal for a **Bachelor's of Science Degree in Interaction Design (IxD)**, submitted in December 2014, was developed in response to the needs of Los Angeles's tech industry, particularly that of the Westside's Silicon Beach. Over 100 letters of support poured in to affirm the need for SMC's degree from leading public figures and organizations, and local tech companies including giants like **Microsoft, Warner Brothers, Disney, Fox TV, Sony Pictures Entertainment, and Amazon Web Services.**

The College received initial approval on January 20 and final approval on May 18, 2015. Only two private universities in California offer a bachelor's level degree in the field of interaction design at a cost of around \$160,000. SMC's BS degree – like the others in the BDP – will cost just a little over \$10,000.

SMC's BS in IxD will build upon our **Associate's Degree in Graphic Design**. Two new lower division courses in User Experience Design and Design Research, under development now, will be added to the Associate degree program this fall to enable a new **AS degree concentration in User Experience.**

Pending Title 5 changes currently underway at the Chancellor's Office, SMC plans to require an application process prior to admitting students into the last two years of the program. BS application materials will be made available to students in the fall of 2015, with applications due in the winter/early spring of 2016. SMC's first cohort of BS students will begin upper division classes in the fall of 2016.

A subcommittee of the Curriculum Committee is closely examining degree curriculum, BS general education requirements, upper division coursework, and appropriate admissions procedures and student qualifications. The Chancellor's office will provide guidance for SMC and participating colleges on enrollment requirements and other issues. SMC will submit the required "**substantive change**" application to ACCJC for consideration at its fall meeting.

An **IxD Advisory Board** made up of professionals representing the industry has been formed and convened, and will provide feedback on the skills that graduates will need to excel in the workforce, and will help guide development of curriculum. A dedicated IxD informational website is under development and is anticipated to be launched in July.

ACADEMIC AFFAIRS

Student Equity. The College's **Student Equity Plan** was submitted in December 2014 to the Chancellor's Office and was recognized as one of four statewide "**exemplary plans**" by the panel of readers. Made possible by a funding of \$1,083,000 from the state to address equity gaps, the overall scope of the plan is to pursue two major pathways to improve student equity at SMC: **1) Research and Inquiry** and **2) Direct student support pilot programs.** The SMC Student Equity Task Force was charged with identifying target populations experiencing achievement gaps within five categories: **Access, Basic Skills and ESL Completion, Course Completion, Degree and Certificate Completion, and Transfer.**

The first year of the plan will be used on research and inquiry to fully assess campus environment and policies that may be adversely affecting Black and Hispanic students. Data gathered in Year 1 will be used to set aggressive yet reasonable targets to reduce disproportionate impact in the classroom. An overview of equity projects completed or currently underway are listed below:

- **Research and Inquiry.** An Equity Summit was held to define SMC's visions for student equity and to plan pilot projects, and a Student Equity Committee has also been formed. The Minority Male Community College Collaborative and SMC's Institutional Research Office administered the Community College Survey of Men to a large number of students.
- **Student Support Services.** Equity funds have been allocated to existing programs like DSPS, Veterans Resource Center, Black Collegians, and the Latino Center to increase access among the target students to the services provided by these programs.
- **Instructional Support and Interventions:** With equity funds, new staff has been hired to increase support for tutoring programs and centers, and Black Collegians and the Latino Center have partnered with Loyola Marymount University to fund the **Undergraduate Research Summer Academy** for 20 SMC students to participate in a ten-day research residency at LMU. Pilot projects such as a sociology and history coaching program, a learning library for low-income Early Childhood Education students, an English Academy to prepare students for English 1, embedded tutoring for STEM students, and chemistry and math boot camps, are among the new Equity-funded initiatives to help reduce the achievement gap for students in the areas identified by the College.

The Curriculum Committee approved 19 new credit courses and eight distance education courses during the spring and fall semesters of 2014. Several of these new courses are in innovative areas such as Geoscience Field Methods, User Experience Design and GOB Chemistry. Three Associate Degrees in Transfer (ADTs) were approved (Journalism, Political Science and Studio Art) and an Associate Degree and Certificate of Achievement, Early Intervention Assistant. The Committee also approved three department certificates in African & Middle Eastern Studies, Asian Studies and Dance Teacher (Pre K-grade 5). The Chancellor's Office required SMC to have 14 ADTs approved by August 2015, some in very specific disciplines. The Curriculum Committee and academic departments collaborated to have a total of 17 ADTs approved by the committee and the Academic Senate by the end of this academic year. Twelve of these degrees have been approved by the Chancellor's Office, and the rest are awaiting approval. In addition, SMC currently has 81 courses fully approved for C-ID, the common course numbering system being established as part of the ADT pathway.

The Curriculum Committee also approved revisions to 12 degrees and certificates; updates to over 150 courses; and approved two courses to satisfy the Global Citizenship requirement.

Online Education. The number of distance education offerings totaled 1,017 sections, an increase of 165 sections from the previous year's offerings. Online classes are rarely cancelled due to low enrollment and continue to be in high demand by our students. Eight classes were approved for online delivery by the Curriculum Committee and four brand-new online classes made their debut this past year including Stellar Astronomy, Accounting Ethics, and several Early Childhood Education classes. The Distance Education Committee has guided the launch of several projects including an online tutoring pilot and an online faculty readiness pilot.

Educational Collaboration with Santa Monica-Malibu Unified School District. The collaboration continues to support the **Young Collegians** program; this will be the eighth summer the program is being

offered. Over 70 students are participating in the program, which was developed to help graduating high school students' transition to postsecondary education.

This past fall, the **Dual Enrollment** program offered five classes at SMMUSD in music and early childhood education. With the collaboration made possible through the **LA HI-TECH** grant, the program expanded to Venice High School and Palisades Charter High School this past spring where Media 1 classes were taught. This year, SMC plans on including Beverly Hills High School as well as increasing course offerings and adding courses in computer science and design technology. The focus of the LA HI-TECH grant is to increase awareness in the media, graphic design and computer science pathways as well as assist students with the transition to postsecondary education.

Program Review. Implementation of the online program review format has been completed. Multiple guidelines and resources have been developed to help programs write more effective reviews and navigate the new online system. All six-year and annual reviews submitted last year used the online program review system.

Supplemental Instruction. In fall 2014, the Supplemental Instruction (SI) program assigned 45 SI student leaders in the subjects of Math, Sciences, Economics, English, and Accounting. In spring 2015 there were 44 SI leaders.

Career Technical Education and Workforce & Economic Development

Santa Monica College's reputation as the Westside's leading job trainer was heightened in 2014-15 by its role in creating an LA-based consortium called the "**Los Angeles High Impact Information Technology, Entertainment & Entrepreneurship, and Communications Hubs (LA HI-TECH).**" This group and Santa Monica College were recognized in 2015 by **President Obama's TechHire Initiative** for their work in preparing students for jobs in the **Information, Communication and Technology (ICT)** sector. The College's unique advantage – being in the heart of the booming high-tech industry called "Silicon Beach" – and its partnership with bigger companies like Amazon Web Services as well as small businesses forecast a favorable future for SMC's role in growing the local economy.

LA HI-TECH is an eight community college, 30 high school, and employer consortium that received a total of \$15 million dollars from the **California Career Pathways Trust** grant (Pasadena Community College serves as fiscal lead for the grant). The concept for LA HI-TECH originated in SMC's **EMERGE** interdisciplinary model, created to align curriculum across disciplines to prepare students for jobs in the ICT industry. SMC was awarded \$1.9 million under LA HI-TECH to develop these "pathways": to train students in areas like Design Visual Media Arts and Information Services and Support Design from high school on, allow them to get a head start on college-level curriculum, explore possible tech careers and collect college credit along the way – all over a period of three years.

Early this year, SMC began offering Media 1 (Survey of Mass Media) classes at Palisades Charter High School and Venice High School under LA HI-TECH to 107 students as "dual enrollment" college classes that high school students can take for free. In fall 2015, classes at Santa Monica High School and Beverly Hills High School will be added and SMC expects to have served approximately 300 high school students by December 2015. SMC faculty are working with their high school counterparts to design curriculum that will make this "pipeline" more effective – in essence, to ensure that students are prepared for the 4,000 or so ICT jobs available at the completion of a degree or certificate at SMC. Efforts to increase involvement from potential tech employers are underway, and a CTE Senior Advisor has been hired to help bridge the gap between SMC's efforts and better employment opportunities for students. SMC partnered with Los Angeles City College to develop a grant proposal for LA HI-TECH, and additional

funding of \$750,000 has been received from JP Morgan Chase. SMC expects to receive \$150,000 of this funding for student support services.

A new, comprehensive CTE View Book – which highlights all the degrees and certificates available at SMC and career options in 11 different disciplines – was created this year and is viewable at: www.smc.edu/CTEViewbook.

The College's CTE division receives funding impetus through grants like **Perkins IV** (\$619,899 in 2014-15) which provides tech-based CTE programs with modern equipment and academic support, supports faculty professional development, and curriculum development; the **CTE SB 1070** grant (\$50,000 last year) to help create better articulation from K-12 across all CTE programs; and next year, a one-time \$755,749 **CTE Enhancement** grant from the Chancellor's Office to help the College both build upon improvement of existing programs and develop new projects and collaborations with other community colleges.

SMC offered **Employment Training Panel (ETP)** programs under a new \$749,000 ETP contract with the state, offering customized training programs at subsidized rates for employers that require a high-performance workforce. SMC has trained over 175 employees from manufacturing employers including Mission Foods, Brother Deserts, and Ramona's; and hospitality employers in Santa Monica including the Fairmont Miramar, Viceroy, and the Sheraton Delfina.

Promo Pathway III was launched in the summer of 2014. Selected students are supported in a closed-cohort model with outside funding from multiple sources (including a TV industry donation, ETPL, and SMC Foundation). The program – officially known as the Entertainment Promotion and Marketing Production certificate and degree program – is a 30-unit program approved by the Chancellor's Office. Students from Black Collegians and Adelante are recruited along with diverse students in creative fields at SMC.

SMC began offering for-credit introductory **Early Childhood Education** curriculum classes through the non-profit **Para Los Niños (PLN)** to a "closed cohort" of 30 students beginning spring 2014. The College also offers a customer service excellence program in partnership with the **Santa Monica Convention and Visitors Bureau (CVB)** – "I Am Santa Monica" – to train "Official information Ambassadors" to assist visitors. Since 2009, SMC has trained nearly 3,000 individuals through about 300 companies and organizations in Santa Monica.

Community Education entered the final stage of its restructuring efforts, with a focus on expanding offerings of professional development courses and certificate programs that are in high demand. This year saw an eight percent increase in revenues over last year, and the additional program changes are expected to enhance the department's future fiscal health.

Small Business and Entrepreneurial Services. The College launched an entrepreneurial and small business service version of the erstwhile Small Business Development Center. Reimagined as the **Entrepreneurship and Business Innovation Center (EBIC)**, SMC aims to be a harbinger of innovation with a focus on the community of high-tech entrepreneurs and start-ups in Santa Monica and the surrounding area.

A highlight of the new model is a partnership with the **Los Angeles Chamber of Commerce-Bixel Exchange** which includes operation of a satellite small business services office on campus at minimal cost to the College; access to the LA Chamber membership of companies for work-based learning opportunities and job placement for students; and access to thought leaders in key industries for advisory board and other needs. Over 30 tech start-ups have been served since the inception of the EBIC

in January. A close relationship with the Chancellor's Office and the National Association for Community Colleges in Entrepreneurship (NACCE) has also been developed under the new model and SMC co-hosted the statewide **Small Business Summit** for community college students. SMC continues to engage with the Alliance: a collaborative effort of the City of Santa Monica and Santa Monica Chamber of Commerce dedicated to nurturing Santa Monica businesses.

SMC/UCLA Science and Research Initiative Program

The SMC/UCLA Science and Research Initiative – funded by a \$5.8 million federal Science, Technology, Engineering, Math (STEM) grant – has made substantial progress toward building a broad STEM program at SMC, through a three-pronged approach to increase the number of traditionally underrepresented students who demonstrate an interest in STEM, pursue STEM as a major, and successfully transfer to a four-year university with a major in STEM:

- **Increased STEM awareness:** Outreach efforts (STEM Day, Transfer-COACH-ella, Latino Center and Black Collegian presentations) have increased the number of applicants to the SRI Program. This year we admitted 178 students to Cohort 4 of the program – an increase from 154 last year. 50 percent of the admitted SRI students are Latino, 9 percent African American and 1 percent Pacific Islander. Over 150 of them will complete intensive math workshops, and applied earth, life and physical forensic science modules, in addition to other requirements. 82.4 percent of SRI Scholars successfully passed STEM courses.
- **Strengthened instructional programming:** Counseling 12 (STEM Career Planning) and Counseling 15 (STEM Job Search Strategies), and Science 10: Principles and Practice of Scientific Research are successfully being offered every fall and spring.
- **Improved transfer success in STEM:** 50 new SRI students will attend the 2015 SMC SRI Site Program at UCLA, a weeklong residential intensive – an increase from 46 students last year. 18 SRI scholars who have completed the SRI course requirements were selected for a ten-week paid research internship at UCLA (last year, 10 SRI students completed this internship).

Faculty Summer Institute

The annual Faculty Summer Institute (FSI) organized by the **Center for Teaching Excellence** continues to grow. This year, 42 faculty members will participate in FSI – an increase from 36 last year – and represent a cross-section from basic skills, STEM, and CTE fields. Education speaker Dr. Pedro Noguera and the Equity Committee, among others, will be an active part of FSI. A first **Winter Institute for CTE faculty** was also organized focused on the needs of CTE faculty and 32 faculty members participated. The Center has also created a monthly newsletter to keep faculty updated on the Center's ongoing events.

Emeritus College. Spring 2015 marked Emeritus College's 40th anniversary. Emeritus has grown tremendously since opening its doors in the spring of 1975, currently boasting over 3,000 students, 120 classes and 80 faculty members. Emeritus celebrated its 40th anniversary throughout the month of May with events ranging from an open house and art exhibition and reception, to a silent benefit and a special tribute to Retired Emeritus College Associate Dean Maggie Hall. The total amount of funds raised for Emeritus during 2014-15 was \$190,127, about a \$20,000 increase versus the previous year.

CAL Humanities Grant for Innovative History Project. A CAL Humanities grant for \$10,000 was awarded to SMC for students to create a documentary and interactive website investigating the legacy of the **1992 Los Angeles Riots** or “**Saigu**” – literally April 29th in Korean – by focusing on the perspective of second generation Korean Americans. Eddie Lee, the only Korean American killed during Saigu, was an SMC student.

Academic Program Accolades

The **Film Studies Program** continues to enjoy resounding success. After the first film to come out of the program — “Solidarity” — won Best Dramatic Short at the San Diego Film Festival, subsequent films have been selected for screening at the WorldFest-Houston International Film & Video Festival, Los Angeles Asian Pacific Film Festival, Sprockets Music Video Festival, and the inaugural Hollywood North Film Festival, among others.

The **SMC Table Tennis Program** was inducted into the **California Table Tennis Hall of Fame**. SMC’s Department of Kinesiology & Athletics was also recognized with an award for its success in promoting three annual USA Table Tennis tournaments, along with an award to retired SMC professor Jo Kidd for founding SMC’s Community Recreation Program and introducing table tennis at SMC as a physical education course with transferable units.

Student newspaper the **Corsair** won 18 awards at the 2015 state convention of the Journalism Association of Community Colleges. The **Corsair** was also recognized with a **Pacesetter award** as one of the top competing schools at the convention.

STUDENT SERVICES

Transfer

For the **24th straight year**, SMC sent more students to the University of California than any other two- or four-year institution. In 2013-14, SMC sent 1,061 students to the UC. The next largest feeder to the UC sent 756 students. SMC continues to be the largest feeder to UCLA and the number one Southern California transfer college to UC Berkeley, the flagships of the UC system. In 2013-14, SMC was the 13th largest feeder to the CSU system, sending 1,022 students. Additionally, SMC continues to be the number one transfer institution to the University of Southern California, having sent 191 students in fall 2014 (USC only provides data for fall). The second largest feeder transferred 56 students to USC in fall 2014.

VIP Welcome Day

VIP Welcome Day 2014 was again a huge success with an estimated 4,500 new students and their families in attendance. VIP Welcome Day 2015 will feature a new electronic invitation through Target X to better track student participation.

Black Collegians/Latino Center

SMC’s hallmark Black Collegians program celebrated its 25 anniversary this year. Black Collegians and the Latino Center both had a year of robust and successful programs. Some highlights follow:

- **Black History Month.** A “Welcome Back” event featuring spoken word, dance and song; a lecture titled “It Is Bigger Than Ferguson” by sociologist Dr. Benjamin Bowser; and a talk by SMC alum and renowned artist Tameka Norris, were just a few of the many special events held.

- **New Summer and Winter Bridge Programming.** The Black Collegians and Adelante programs both piloted summer and winter intersession instructional bridge programs designed to ease the transition to college for first-time students.
- **Chemistry Boot Camp.** In an effort to increase the success rates of African American and Latino students enrolled in Chemistry, both programs sponsored chemistry and math bootcamps.
- **New Staff** (through **Student Success Support Program** and **Equity** funding). Both programs were able to hire much needed instructional support and counseling staff to allow for greater outreach and intervention.

Psychological Services

SMC's Psychological Services received a one-year sustainability grant from the California Community College Student Mental Health Program to continue the peer education program and professional development series for faculty. Mental Health First Aid Training was also provided to targeted groups across campus. Relationships with community partners especially the Department of Mental Health and the School Threat Assessment & Response Team (START) were also improved.

Veterans Resource Center

The \$100,000 two-year grant received in 2013 from the Parson's Foundation allowed SMC's Veterans Resource Center to expand much needed services to student veterans including professional development workshops; workshops on financial literacy, resume writing and interviewing skills; and special events such as the first ever "Women's Military History Week".

EOPS/CARE

- EOPS served 916 students during the 2014-15 academic year exceeding the state cap of 875 for 2014-15.
- 87 percent of EOPS students in fall 2014 persisted to spring, with 57 percent having a 3.0 GPA (on a 4.0 scale).
- 47 percent of students were transfer-ready with 45 or more units, by fall 2014.
- 51 percent of students made at least three counseling contacts by the end of fall 2014.
- Established EOPS Peer Mentoring Program, with seven mentors meeting with their seven mentees weekly or as needed.
- EOPS staff participated in the new student orientation VIP Welcome Day and represented the EOPS office at numerous college events; collaborated with Financial Aid to provide outreach efforts to prospective low-income students during Financial Aid Awareness Day, Guardian Scholars Resource Fair, and the Associated Students Campus Fair; and participated in the Latina/o Student conference.
- The EOPS Advisory committee met in fall 2014 and discussed the newly introduced SSSP program and the benefits to EOPS/CARE. In spring 2015 the committee reviewed the newly implemented peer mentoring program.
- UCLA's CCCP Peer Mentor met with and mentored EOPS students on a weekly basis.
- Held the first annual 'EOPS Door Decorating contest' and Holiday Open House.

CARE

- CARE served 36 students, with 58 percent enrolled in nine or more units in fall 2014.
- The 2013 Annual Fall Wish Tree event for the children of CARE students was attended by 28 children and 18 students and various family members.

Guardian Scholars

- Guardian Scholars (GS) was officially launched in fall 2013, and currently has 73 students participating – five will be transferring to a four-year university in the fall.
- GS hosted its first Awareness Week event, to bring increased awareness to the campus community of the SMC Guardian Scholars program. The highlight of the event was a Resource Fair with external vendors and agencies, including LMU, UCLA, Antioch University, and California State University Los Angeles.
- GS conducted campus tours to California State University, Los Angeles; CSU, Northridge; and UCLA.
- A number of corporate partnerships provide services and benefits to GS students, including The Pritzker Family Foundation which supplied holiday gifts, Western Bagel, Whole Foods Market, and Starbucks which donated items/gift cards.

TRiO

SMC's TRiO organized campus tours to Cal State Long Beach and to San Francisco State University and UC Santa Cruz. The program continues to provide career workshops and tutoring, as well as transfer scholarships.

Career Services Center

The Career Services Center sponsored three very successful Job and Internship Fairs. The two job fairs attracted 130 employers in total, and the spring internship fair featured over 70 companies offering internship opportunities to SMC students. A "Successful Cool Careers Program" was also held in collaboration with 13 academic departments, which featured employers from a number of industries.

GRIT

The GRIT Committee helped to spearhead a new version of the You + 1 coaching program for first-generation college students using results of the ETS/Success Navigator tool, an assessment tool which measures psychosocial or non-cognitive skills. Over 2,000 students took the Success Navigator assessment last year.

Counseling Research Study

SMC's Institutional Research conducted a study, which provided some compelling data on the counseling department. Significant findings included the following: A large majority of first-time freshmen (87 percent) and reverse transfers (76 percent) received counseling services by the end of their initial fall term. Data proved that first-time freshmen and reverse transfer students increase their odds of persisting to the subsequent spring and fall terms by over 200 percent if they met with a counselor by the end of their initial fall term.

ATHLETICS

The SMC athletic department had a truly remarkable year in 2014-15. State Championships were won by SMC teams and athletes and many teams entered into post conference playoff competition showing well for the Corsairs this year:

- The Men's Volleyball team finished 1st in conference and won a State Championship. Coach John Mayer was named coach of the year. Louis Palos received Most Valuable Player honors and three others received first team honors, Taylor Tattersall, Daniel Vaziri, and Bryant Lagmay. Luis Palos received a scholarship from Cal Baptist, Daniel Vaziri from Pepperdine, Taylor Tattersall has offers from Concordia University and Lewis University, and Bryant Lagmay has an offer from Cal Lutheran.
- SMC Women's tennis. Mayra Jovic captured both the singles and doubles titles in the CCCAA state individual and doubles tournament. Jovic's winnings mark only the seventh time in Community College history that a female has won both singles and doubles State titles. Jovic, a freshman, did not lose a single set in singles or doubles this year.
- The Corsairs swimming and diving had five student athletes qualify for the State swimming and diving championships. Gabriel Miranda won the state championships in the men's 200 yard and 800 yard freestyle. Miranda claimed his second gold medal of the weekend with a time of 1:38:65.
- SMC's football team won its fourth straight conference championship – a first in the College's history. The program has won 27 straight conference games setting a new conference record. Coach Gifford Lindheim received his 4th straight coach of the year honors and 15 players were singled out for distinction this season. Six players have received Division I scholarships thus far, Paris Bostick (Oregon), Dejaun Butler and Melvin Davis (Hawaii), Caleb Smith (Colorado State), Caleb Madden (Alabama State), and Zachary Stern (Montana State).
- The Corsair Women's soccer program finished its most successful season in school history with an overall record of 18-2-3. Completing the regular season with a record of 11-0-3, and winning in post conference play with a 1st round overtime victory over Ventura College. Nine Corsair student athletes were named to the All-Conference team with Janna Martin, Xiovana Ordaz, Julia Gomez, and Alyssa Ortega being honored with first team recognition. Sophomore Alyssa Ortega has signed a National Letter of Intent to attend Newberry College, a NCAA Division II school in South Carolina.
- Women's Volleyball finished the season with an overall record of 18-6. Coach Nicole Ryan received co-coach of the year honors and two players, Greta Schmittiel and Aybike Topuz, received first team conference honors.
- SMC Men's Soccer finished the 2014-15 season in 5th place with a 6-6-4 conference record. It was a tough year finishing in the middle of the pack but a lot of positives came from the season. Three student athletes are continuing their soccer and education at the 4-year level. This includes: Maurice Morton (Loyola Marymount University), Jonathan Navas (La Sierra College), and Duncan Bochicchio (Emerson College).
- Women's Basketball finished the 2014-15 season with an overall record of 18-11, finishing conference ranked 2nd, and competed in post conference play. Sophomore Point Guard Aniese Palmore will sign a letter of intent to attend Western Montana State University and Sophomore Guard Briah Nelson will sign a letter of intent to Bethesda University.
- SMC alumnus and state record holder in swimming and diving, Ahmed Mathlouthi, competed in the London Olympics. Ahmed competed in the 200 M Freestyle.

- The Corsair track and field team sent 16 SMC student athletes to the Southern California Championships and ten continued on to the Championships. SMC qualifiers in the women's division for the 4x100 relay include Jenicie Thomas, Elia Sanchez, Kristin Kitabayashi, and Ariel Alexander. Jocelyne Ferrufino represented SMC in the women's 800 meters and Shaynah Patton qualified for the 400 meter hurdles. Sanchez, Ferrufino, Kitabayashi, and Shaynah Patton represented the Corsairs in 4x400 meters. SMC qualifiers in the men's division include Brown who will run the 800 meters along with Luevano and Riddick. Riddick will also run in the men's 1500 meters.
- Terrance Luevano was ranked top ten in the state in the 800 meter and in the 1500 meter. For the men's team 4x100 meter relays, Marcus Nembhard, Carzel Vickers, Justin Peters, and anchor Zachary Stern competed for the Corsairs. Representing the Corsairs in the men's 4x400 meter relays was Zachary Stern, Vickers, Justin Peters, and Brown. Vickers will also participate in the triple jump and is ranked fourth in the state.
- The football/soccer field turf was replaced with brand new top of the line "turf" at about a ten percent cost of a new million dollar plus project.

ENROLLMENT DEVELOPMENT

Admissions and Records

- In 2013-14, SMC awarded 1,434 Associates degrees and 1,528 certificates of achievement.
- The Admissions and Records Office fully institutionalized a "Fast Tracking" auto-degree/certificate-awarding program for students who have met the requirements but have failed to petition for the degree/certificate. 925 such degree/certificates were awarded in summer and fall 2014.
- The Admissions and Records Office vastly improved communication strategy with the use of Salesforce/Target X which allows for customized, targeted messaging and also allows for automated reminders based on a student's enrollment status.

Financial Aid and Scholarships

- Total number of 2014-15 Federal Aid Applicants: 45,424
Note: Total number of 2013-14 Federal Aid Applicants: 44,784
- Total number of 2014-15 BOG Fee Waiver Recipients: 21,835 (as of April 29, 2015)
Note: Total number of 2013-14 BOG Fee Waiver Recipients: 21,538
- Total number of 2014-15 Pell Grant Recipients: 9,438 (\$31,083,225)
Note: Total number of 2013-14 Pell Grant Recipients: 8893 (\$29,334,041)
- Total Financial Aid "Paid" for 2014-15: \$51,257,862 (as of April 29, 2015)
Note: Total Financial Aid "Paid" for 2013-14: \$51,046,139
- Percentage of 2014-15 SMC students receiving financial assistance: 51.4 percent (22,013 students) as of April 29, 2015
Note: Percentage of 2013-14 SMC students receiving financial assistance 52.1 percent (21,636) students.
- Implementation of Academic Works Scholarship software system.
- Creation of electronic Cal Grant awarding system, along with Cal Grant disbursement reporting system.

International Education

Admissions. The International Education Center saw a decline in the number of students admitted in fall 2014 – but a rebound and an increase in admissions took place in winter and spring 2015. During summer and fall 2014, F-1 admissions declined by nine percent, but admitted students increased by ten percent for winter and spring 2015. Despite the overall decrease in applications and admissions in the first half of the year, the overall yield was higher resulting in an increase in International Student FTES of over seven percent in 2014-15 compared to 2013-14.

While the continuing decline has been ascribed to the improved economy and greater competition from other local colleges, there was also a temporary decrease in staffing for admissions while a vacancy was being filled.

The increase in the latter half of the academic year can be attributed to additional staffing on the admissions team, allowing for a greater number of applications to be processed, and more diligent follow up with students with incomplete applications, something of importance when considering admissions for the Intensive English Program, where students may have limited English ability.

Study Abroad

South Africa. In winter 2015, two faculty, Nancy Grass Hemmert, Chair of Communications and Catherine Haradon, Professor of Anthropology led 25 students on a three-week Study Abroad trip to South Africa. The program filled early with 25 students, with an additional ten students on a waiting list a month ahead of schedule. The program consisted of three weeks of classes on the SMC campus, and three weeks abroad in Johannesburg, Kruger, and Cape Town. The courses offered were Communication Studies 37: Intercultural Communications and Anthro 1: Physical Anthropology. The program location was incorporated into the classes through field assignments and excursions to sites relevant to the topics. Students attended classes abroad, volunteered their time at local orphanages and schools in Johannesburg and Cape Town, went on a game drive at Kruger National Park, took tours of areas of cultural and historical significance such as Soweto, the Apartheid Museum, the Sterkfontein Caves, Kruger National Park, Robben Island, and District Six. Seven students were awarded the Global Citizenship Scholarship to help fund their trip, generously provided by the Global Council. Recipients were required to write a statement explaining their reasons for wanting to study abroad, demonstrate financial need, have a 2.5 GPA, be an ASB member, and be in good disciplinary standing. Awards totaled \$10,750 in various amounts. Additionally, the “Art Verge Scholarship” was awarded to 10 students with eligible GPAs from the generosity of Mark and Lani Verge through the SMC Foundation in the amount of \$500 per student. Art Verge was a professor at Santa Monica College who worked on Study Abroad programs through the college, and was a proponent of study abroad.

Latin America. For summer 2015, SMC sent 21 students and two faculty on a Study Abroad program to Belize and Guatemala. The program is led by Professor Brandon Lewis, who is teaching Anthro 3: Introduction to World Archeology, and Professor Alexandra Tower, who is teaching Botany 1: General Botany. The program consists of three weeks of classes on campus, and three weeks abroad. In Belize, students will visit La Milpa, climb the Mayan high temple, hike through the jungles while learning about flora and fauna, see a traditional Mayan dance performance, volunteer at a local Mayan school and elderly clinic, visit a Mayan shaman, tour through the Belize River Valley, and visit the Mayan caves, Cahal Pech, the Mayan mountains, and the barrier reef. While in Guatemala, students will visit the site of Tikal and its local museum and climb the great temple of the Warrior King.

Global Citizenship Professional Development

SMC, in partnership with **The Beijing Center for Chinese Studies**, sent 17 faculty and staff to Beijing and Xi'An in summer 2014. Faculty and staff were represented from a wide variety of departments. Time spent abroad included lectures covering history, politics, culture, economy, and the education system of China; and visits to historical sites, such as the Great Wall, the Terracotta Warrior Museum, Tiananmen Square, and the Forbidden City.

SMC partnered with **Bahcesehir University in Istanbul, Turkey** to host the summer 2015 professional development program. SMC students from Turkey rank in SMC's top ten of the overall F-1 populations.

Assessment Center

- The Assessment Center served 29,248 students in 2014, and administered over 23,000 tests.
- The College successfully opened a secondary testing lab at 1510 Pico, which accommodates 56 students testing at once.
- SMC's Prep2Test program continues to gain notoriety across California and the country. Merced College has successfully replicated the program, and Prep2Test has also been recognized by the American Enterprise Institute, LearningWorks, and the Education Commission of the States (Denver, CO) as an exemplar of placement and developmental education reform.

Student Success and Outreach

First Year Experience. The first cohort (those who started in 2013-14) of 267 FYE students completed more units during their first year, had high course success and course progression, and had a higher year to year retention rate than non-FYE students. The year-to-year retention rate for FYE students was about 70 percent.

The 2015-16 cohort currently has 2,004 accepted students.

Summer Transition Programs. All First Year Experience students are required to participate in one of the four available Summer Programs: Summer Bridge, Summer Jams, English Academy, and College Day.

Admitted Student Days. 31 high schools from SMC's "top priority" schools participated this year – an increase from last year's number of 21 high schools. A total of 1,056 students participated with about 56 percent (594) of these students enrolling in summer or fall courses to date. Last year, 672 students participated with 510 students enrolling at SMC. Currently, Outreach counselors actively maintain a presence at 40 high schools.

Institutional Research

- SMC produced the **Institutional Effectiveness Dashboard**, which monitors the college's process on key indicators as expressed through goals and initiatives developed in the master plan and supports college planning and decision-making processes with focused data and information.
- The Office of Institutional Research (IR) led the effort to define goals for the metrics of the **Institutional Effectiveness Partnership Initiative (IEPI)** framework for SMC. IEPI is a statewide initiative designed to advance institutional effectiveness at California community colleges.
- The IR office conducted a **campus climate survey** of students to gauge the prevalence of sexual assault on campus and to assess students' awareness, attitudes, and needs regarding this issue.

- The IR office provided comprehensive data report and support services to support the College's **student equity planning process**. Similarly, the IR office provided research support and training for the activities and programs funded by the Student Success and Support Programs (SSSP).
- Santa Monica College is a pilot college in the statewide **Common Assessment Initiative (CAI)** and will continue to work with the Chancellor's Office to implement and evaluate the common assessment instrument.

GRANTS

During the 2014-15 academic year, the college managed nearly \$5 million in grant funds. The college received 16 new grant awards during the academic year, totaling slightly more than \$1.7 million in additional cash support for 2014-15. The largest of these awards was the **California Career Pathways Trust grant**, which was submitted by Pasadena City College, to support the **LA HI-TECH Program**. Not only was SMC's Office for Workforce and Economic Development instrumental in the development of this proposal, the college will receive nearly \$2 million dollars to develop this program in West Los Angeles.

In addition to the LA HI-TECH project, there were several other significant accomplishments in 2014-15, including:

- SMC received its first ever **National Science Foundation** grant. This award from the Advanced Technological Education (ATE) Program will help improve student success in the college's Solar Photovoltaics Installation program, focusing on math and science competency and applied learning opportunities.
- Likewise, SMC received (via the Santa Monica College Foundation) its first **S. Mark Taper Foundation** award to support the Guardian Scholars Program. This two-year award will provide \$40,000 in additional funding to expand and enhance existing services to students who are or once were in foster care.
- The **California Department of Education** awarded SMC a contract through the Adult Education and Family Literacy Act, which will help strengthen the college's non-credit ESL Program. This federal funding is renewable each year as long as the college maintains satisfactory progress toward its performance measures, thus providing a significant boost for this program. With these funds, SMC will work to develop an educational pathway from non-credit ESL to for-credit postsecondary coursework.

In addition to these awards, the 2014-15 academic year yielded new funding from several other private foundations that had not previously supported the college. At the recommendation of SMC Business faculty member, Howard Stahl SMC (with support from the Santa Monica College Foundation) successfully applied for funding from the **Sidney Stern Memorial Trust** to support the Guardian Scholars Program. The **Kenneth T. and Eileen Norris Foundation** also awarded a grant to the Santa Monica College Foundation to support the Science and Research Initiative, providing funding to purchase textbooks so as to reduce the cost of education for low-income students.

BUSINESS AND ADMINISTRATION

Audits. The District received an unmodified opinion on its financial statements for 2013-14 from the external auditing firm, Vincente, Lloyd and Stutzman, LLP. This marked the fourth consecutive year that the District earned a clean audit without any findings and the eighth consecutive year without financial findings. The District also received an unmodified opinion on its A-133 Federal audit. Additionally, both the financial and performance audits for the Proposition 39 construction bond program received unmodified opinions from the auditors.

Budget. The District closed 2013-14 with a general fund balance of \$13.9 million or 9.87 percent. With the State's economy continuing to grow, the District received a 0.85 percent increase in COLA and a 2.75 percent increase in access/growth funding in 2014-15. The Total Computational Revenue (TCR) increased over \$3 million to \$108.6 million, which is just slightly below the District's highest TCR before the recession. For 2014-15, the total general fund revenues were \$149.7 million, and the projected expenditures are \$153.8 million with an operating deficit of \$4.1 million. As of the 2015-16 tentative budget adopted June 2, 2015, the projected ending balance for 2014-15 is \$9.8 million or 6.39 percent. This projected ending balance includes a \$1.6 million deficit factor, which may be reduced significantly. The projected ending fund balance for 2015-16 in the adopted tentative budget is \$20.2 million.

There were two new categorical funding priorities from the State: Student Success and Support Program (SSSP) and Student Equity Program for which the District received \$3,187,117 and \$1,089,834 respectively. Additionally, the State re-instated the Instructional Equipment and Scheduled Maintenance Block Grant. The District received \$2,840,225 for its share of the block grant. The District also received \$950,000 in one-time funds from a new block grant to repay past mandated claims.

The District has developed and instituted the Planning and Budget Augmentation Request (PBAR) form as part of its budget development process. The PBAR links budget requests to the District's mission, values, and goals, and requires discussion and approval at all levels of the campus governance process.

General Obligation Bond Sale. On October 30, 2014 the District sold a total of \$144,995,829.40 General Obligation Bonds 2008 Election, 2014 Series B Bonds. The bonds were sold on a negotiated basis with RBC Capital Markets serving as the sole manager. First Southwest Company served as the District's financial advisor. Through the hard work and dedication of the entire financing team, the District was able to reaffirm its Aa2/AA ratings on its general obligation bonds. The bonds were priced in a somewhat volatile market, but due to the District's strong credit ratings and market recognition, the issue was well received by investors with some maturities more than seven times oversubscribed, which allowed RBC to re-price bonds and lower the interest cost to the District. The cost of issuance, including the underwriter's discount, for the sale was \$788,485.57 or 0.5 percent. The bond sale was structured with 84 percent current interest bonds and 16 percent capital appreciation bonds. The debt service payback ratio was 2.01 to 1.00.

Board Policy on Debt Issuance. In March 2014, the Securities Exchange Commission (SEC) unveiled a new, broad-ranging enforcement program focused directly on municipal issuers titled the Municipalities Continuing Disclosure Initiative (MCDC Initiative). The MCDC Initiative included an "amnesty" provision which stated that the SEC would not penalize any municipal issuer who self-reported any materially false statements or omissions in prior bond sales and implemented policies, procedures, and training to avoid future violations. In response, the District self-reported past inaccuracies to the SEC by the December 1, 2014, deadline. The District also developed a Debt Issuance policy for the Board and accompanying administrative regulations regarding compliance and continuing disclosures for bond sales. Training for staff was conducted in March 2015 by the District's bond counsel firm, Nixon Peabody, LLP. Board Policy 6116 was adopted at the May 2015 meeting of the SMCCD Board of Trustees meeting.

Auxiliary Services / Bookstore

- The Veterans Administration Chapter 33 has expanded the benefits program now serving 790 student veterans. SMC is currently serving 1,002 veterans from various Chapters.
- The enhanced student ID program (smart card) is still in effect and SMC has expanded the ID card updating stations to several locations on campus to alleviate congestion at the Bursars office.
- The Bookstore has expanded its textbook rental system offering over 1,600 rental titles. Year to date SMC has rented over 10,000 textbooks to the students.
- The Bookstore is enhancing the e-commerce site allowing online rentals and has installed a link offering e-texts for about 60 percent of required textbooks.
- SMC has partnered with the Sustainability Department enrolling in their Greening Business program with hopes of becoming a Green business in Santa Monica.
- SMC is in the process of upgrading its faculty textbook adoption system with HERO.

FACILITIES

Facilities Management

Facilities Management has continued reorganization efforts in Operations and Maintenance. In addition to day-to-day maintenance activities, the Maintenance Department performed several larger projects including the replacement of the power feed equipment for the Student Activities building, the replacement of all carpets in the ESL building and in several classrooms in the Business and Drescher Hall buildings, and performed a modernization of the Cayton Center elevator. Maintenance worked with Media Services to install 45 new SMART classrooms on campus. Additionally the department made preparations for additional state-funded projects to replace the roofs on the ESL and PAC-Madison buildings, power substation replacements in the Art Complex and Drescher Hall, replacement of the power substation and adding additional electrical capacity to the Business building, and performing a roof recoating on the Business building.

The Grounds Department, while continuing regularly scheduled duties, also worked to relocate landscaping assets from the HPE construction zone to other areas of the campus, improving the appearance of these areas. Grounds also oversaw the replacement of the artificial turf on Corsair Field, which was failing to maintain its integrity and posed a safety issue for all users.

Projects In Construction

The construction for the **Academy of Entertainment and Technology** site is currently in progress. The project consists of a parking garage, a renovation to the existing academic building, a new addition to the academic building including studios and an auditorium, and a new building for KCRW. The parking structure is nearly completed and the construction workers are now parking in the garage. Steel has been fully erected for the two new buildings and utilities are in progress. Work is now starting on interior walls, electrical and plumbing.

The **East Wing – Performing Arts Center** started in July of 2014. The project will provide a large multipurpose room to be used primarily for music rehearsals and performances plus two new specialized music classrooms for piano and voice instruction. Steel has been erected and work is underway on interior walls, flooring, electrical and plumbing.

The **Health, PE, Fitness, and Dance** project, which also includes a new Central Plant for the campus, started construction in October of 2014 with the relocation of the Fitness Center, Training Room and a Dance Studio along with numerous utility relocations. These activities preceded the demolition of the old Locker Room building. Excavation and shoring have been completed for the basement and foundation work will soon be underway.

Construction on the **Information & Technology Relocation** project, which includes Information Technology, the Media Center and Reprographics, and the Center for Teaching Excellence, has now been substantially completed.

The installation of the **Security Systems Upgrade** has begun with the replacement of old cameras, installation of new cameras and the addition of new electronic door locking hardware on all exterior campus doors.

Projects Under Review by the Division of the State Architect (DSA)

The **Student Services** project was submitted to DSA in March 2015 and is currently under review.

The **Malibu Campus** is under review by DSA as well as by the City of Malibu and the County of Los Angeles. A Draft EIR has been completed and will be released for public review in July 2015.

The **Connection to the Central Plant** project, which will connect individual building air conditioning systems to the chilled water provided by the Central Plant, is currently under review by DSA.

Projects In Planning

The **Early Childhood Education Center** recently received review and approval from several City of Santa Monica agencies including the Architectural Review Board, Planning Commission, and City Council. The project is a cooperative venture with the City to provide childcare to the community and a learning laboratory for SMC students. With these approvals SMC can now complete working drawings for submittal to DSA.

ENVIRONMENT AND SUSTAINABILITY

This year SMC was awarded **Bike Friendly University Bronze-level Award by the League of American Cyclists** for the new bike parking facility, repair and pump stations, hydration station, Bike Club workshops and repair services, clearly marked bike lanes, and a contract with Bikerowave to provide all ASB members with free bike repair support. The award makes SMC the first community college in California to get this bike-friendly certification, and it shares the distinction of being the first nationwide with Montgomery County Community College in Pennsylvania.

For the third year in a row SMC met its **AQMD target** of 1.5 average vehicle ridership (AVR) resulting in a reduced carbon footprint and a savings of \$16,000 on the annual filing fee.

In 2015, the **Environmental Affairs Committee** focused on developing a method for assessing sustainable literacy in SMC's students by analyzing ILO #4 data regarding flagged courses. The EAC also sponsored a debate on vegetarianism that took place during Earth Week.

The **Center for Environmental and Urban Studies (CEUS)** in partnership with the Associated Students hosted Earth Week, Sustainability Week, and Bike Month. Each of these programs was filled with

multiple opportunities for students to learn and engage in debates, lectures, film screenings, DIY workshops, and volunteer opportunities.

The **Environmental Management System (EMS)** project was installed to monitor energy consumption of the Science Building and the CEUS building. This included the installation of TV monitors and computers in both buildings to allow students to view real time energy use and analyze consumption data.

Any Line, Any Time. Student and staff use of the Big Blue Bus continues to run strong. BBB reports that ridership in 2014-15 was more than 2.5 million trips. For a historical perspective, in 2009-10, the second year of the program, BBB reported a ridership of over 1.9 million trips.

Emergency Preparedness

SMC's efforts to implement the recommendations of the Emergency Preparedness Taskforce have resulted in great progress in the implementation of a comprehensive system of emergency notification and training for employees:

- Singlewire upgraded to the latest HW/SW platforms and 2nd server installed to improve performance.
- Expanded the installation of emergency IP speakers.
- Installed new Video Surveillance and Access Control servers/applications.
- Installed new IP cameras.
- Installed electronic door locks in IT/Media center buildings. Other buildings are being prepped and should be online within the next week.
- Completing the installation on remodeled PD Dispatch. This work is planned for completion by the end week.
- Planning upgrade of Voice Print System. The upgrade is schedule for July 27th.
- Installing new radio repeaters/antennas at satellite campuses.
- Participated in the Great California Shake Out on October 16.
- Trained over 50 college staff in CPR and AED procedures.
- Created an online Emergency Preparedness Training for college community (www.smc.edu/emergencytrainings).
- We will continue to conduct targeted simulations in the fall and spring semesters.

Title IX

The SMC President convened a task force to review and make recommendations for implementing Title IX mandates. The task force made recommendations on the implementation of policy, education and training, advocacy, and reporting of sexual assault, sexual harassment, and sexual misconduct on campus.

HUMAN RESOURCES

Human Resources Team Management. The HR team has become a more cohesive and service-oriented office. HR has enhanced the overall knowledge base of department staff through goal setting, training, cross-functional interactions, and engaging in a people-centered approach to providing services to the campus. HR has also improved workflow processes related to recruitment, technology, employment processing, benefits administration, and leaves protocol to better serve the College community holistically.

HR continues to provide support services to supervisory and management personnel and enhance labor and employee relations through collaborative efforts, timely communication, and training and professional development opportunities that will help build self-efficacy and institutional knowledge.

In December 2014, HR updated its mission statement to reflect these goals and objectives.

Human Resources Operations. Staff meets bi-weekly to review workflow, systems issues, and business practices. In an effort to improve operations and deliver exceptional customer service, Human Resources developed and updated more than thirty standard operating procedures related to hiring, retirements, terminations, processing, academic recruitment, systems management, data entry, and others. These processes are maintained in both written and electronic formats.

HR systems and operations staff attended Los Angeles County Office of Education workshops and training sessions and participated in webinars to stay abreast of the recent Pension Reform rules and regulations that were enacted during the fiscal year. Training also included Affordable Care Act (ACA) informational and reporting workshops.

Effective September 2014, HR implemented regularly scheduled new hire orientations for classified staff. The goal is to conduct bi-monthly on-boarding sessions to help assimilate new employees to the SMC culture and inform them of important policies and procedures. Thus far, Human Resources has held four half-day orientations that provide an introduction to SMC and community colleges; a presentation by CSEA; presentations by the Personnel Commission, payroll, risk management, and campus police; and presentations on SMC policies, pertinent CSEA contract provisions, professional development, leaves, and vacation.

Labor Relations and Employee Relations. A new three-year successor collective bargaining agreement was reached with the Police Office's Association. The bargaining interactions were collegial and the agreement resulted in win-win outcomes.

Labor and employee relations within the office also involved work on several complex projects including the development of performance management opportunities, classified evaluation scheduling, and effective tracking of classified probationary calendars. Complaints related to discrimination, harassment and bullying were tracked, processed and investigated. 75 total complaints were processed. Of these, 39 were formal and informal alleged discrimination complaints, 42 were Title 5-related complaints, and 18 were complaints to Federal and State agencies.

In addition to the complaints processed related to harassment, discrimination and bullying, there were eight collective bargaining grievances and one Unfair Labor Charge governed by the Public Employee Relations Board.

Recruitment and New Hires. HR authored newly designed and user-friendly faculty and academic management recruitment brochures. It is anticipated that the refreshed design will help with attracting prime candidates in employment outreach efforts.

The advertising budget for the recruitment of academic administrative positions was increased by \$24,000 to enhance outreach efforts and online advertisements both nationally and internationally. Key job posting boards were identified to increase diversity in recruiting.

HR initiated recruitments for 22 full-time faculty positions and eight academic management positions. To date, the District extended employment offers to 33 full-time faculty members, and filled two of the eight academic management positions, restructured one and placed one position on hold.

Total completed recruitment efforts include:

Classified Managers	4
Classified Support Personnel	52
Promotion to Management Position (Classified)	3
Promotion to Confidential Position (Classified)	2
Full Time Faculty	33
Part Time Faculty (new hires)	172
Part Time Faculty (rehires)	52
Academic Administrators	6

Mandated Reporter Project. HR instituted the Mandated Reporter Notification Project. The project was based on the identification of faculty, staff, administrators and student workers that are considered mandated reporters based on The Child Abuse and Neglect Reporting Law (Penal Code, § 11166.5). The identified groups were notified of their legally mandated reporter status. A packet of information that included Penal Code 11164-11174.3 data about reporting suspected child abuse and frequently asked questions was given to every employee within the identified groups. Each employee was required to sign a statement acknowledging the receipt of the notification. To date, the following are the results of the acknowledgement forms received by HR:

Academic Administrators, Classified Managers,

Confidential/Classified Support Staff – 100 percent (total possible = 524)

Full-time Faculty – 100 percent (total possible = 309)

Part-time Faculty – 94.7 percent (total possible = 1,057; missing = 56)

Student Workers – 94.2 percent (total possible = 471; missing = 27)

Training

HR continued its dedication to coordinating and hosting a number of professional development and compliance training sessions both on and off campus. HR works collaboratively with employee groups to increase training opportunities for all personnel of the District. HR recently secured Paul Grossman, Former Chief Regional Civil Rights Attorney for the U.S. Department of Education, Office for Civil Rights in San Francisco, for a **two-day training** that benefited managers, DSPS, Veteran’s Center, and Crisis Prevention Team staff that had 52 attendees.

The department conducted **14 departmental trainings** on unlawful discrimination and sexual harassment. Approximately 212 faculty and staff members attended.

In addition, HR continues to make available **online trainings** by the law firm Liebert Cassidy Whitmore through the Southern California Community College District Employment Relations Consortium on topics designed to develop managerial skills. Participation has increased due to the addition of the local web-based group trainings.

Continuous training is provided to management staff including **one-on-one consultations** on subjects such as supervision, leaves, contract interpretation, and performance management.

This year, the **Academic Senate Professional Development Committee**, with support from HR, facilitated 51 workshops for faculty members during fall 2014 and spring 2015 Professional Development Days. These workshops – which focused on subjects relevant to increasing student success at SMC – had more than 1,500 attendees. In addition, for the fall 2014 Professional Development Day,

the Academic Senate Professional Development Committee invited Dr. Frank Harris, co-director of the Minority Male Community College Collaborative, as a keynote speaker and Dr. Gail McManus, a communications counselor and mediator, as a special guest speaker. For spring 2015 Professional Development Day, the Academic Senate Professional Development Committee invited Dr. Pedro Noguera as keynote speaker who discussed ways to motivate, engage and empower students to learn. Special guest speaker, Dr. Brian Van Brunt also presented on addressing disruptive and dangerous student behavior in the classroom.

During the current academic year, the **Academic Senate Professional Development Committee** approved 97 funding requests for faculty professional development activities, amounting to approximately \$38,000 in funding.

The **Online Flex Committee** consisting of faculty, IT personnel, and HR personnel reconvened in spring 2015 to transform the flex reporting process from paper reporting to a completely electronic reporting process, thus eliminating over 4,000 pages of manual processing for HR. The project was rolled out in fall 2014 with faculty accessing the tool via mProfessor.

The **Classified Professional Development Committee**, with support from HR, facilitated 21 workshops, attended by more than 300 classified staff members. Topics included technology, improving efficiency at work, work styles, ergonomics, customer service, and emergency preparedness.

During **Spring 2015 Professional Development Day**, 390 classified staff attended workshops provided by the Classified Professional Development Committee. The day feature of full day of workshops by Dr. Keith Hall, Director, Noel Strengths Academy, Azusa Pacific University, on the relationship between our unique talents/strengths and service. 93 classified staff attended his workshops, making it the most successful workshop for the committee to date.

The **SMC class materials reimbursement program** for classified staff reimbursed a total of \$4,051 in book/materials costs to classified employees who enrolled in SMC classes. Over \$4,500 was also reimbursed to classified employees taking workshops, classes, or conferences outside SMC.

Currently, the Classified Professional Development Committee is **collaborating with SMC Community Education** to facilitate ongoing workshops and online classes for SMC classified employees at no cost for the employees.

Human Resources Department Staffing

Despite need for additional staffing in Human Resources, personnel continued to engage in cross-training opportunities that will eventually lead to cross-functional team interactions to build creativity and growth within the department. The Office received approval for the recruitment of two vital positions that will assist with reaching staffing goals and expectations of the office. The positions are Compliance Administrator/Title IX Coordinator and a second Human Resources Analyst-Employee and Labor Relations. Both positions will enhance the services provide to the SMC stakeholders.

Leaves

HR has worked diligently to make the interactions between Risk Management and HR related to worker's compensation claims more efficient and resourceful. The improvements included a Google Docs database to track worker's compensation cases in an effort to **enhance tracking** of the determination of exhaustion of leaves. There were also collective efforts made to improve the faculty

leave procedures between HR, Academic Affairs and Student Affairs. The new processes helps track the instructor of record and certificated leaves in ISIS.

The Personnel Commission and Human Resources team developed comprehensive lists for the seniority and longevity for Classified Staff, and determined best practices for incorporating breaks in service.

Benefits

The Benefits team was extremely busy due to an increase in the number of new hires. Numerous benefits orientations were facilitated and benefits enrollment paperwork was processed for more than 80 newly eligible employees. The Benefits team also coordinated another successful open enrollment period for all employees and published an open enrollment newsletter, which was mailed to all of the District's benefits-eligible employees. During this period, the team successfully reconciled adjunct faculty benefits eligibility and sent out over 1,000 individualized notices to adjuncts continuing with benefits and/or who were newly eligible to enroll in benefits.

Major updates to the benefits manual, as well as the benefits and leaves of absence web pages, were completed. Further improvements were implemented for the leaves process. Collaboration with Academic Affairs and Student Affairs was necessary in order to ensure that leave information was being entered correctly under a faculty member's assignment each semester and intersession in the system. There was a system improvement made to include the design and utilization of a record keeping system to track retirees based on benefits eligibility and the relevant bargaining unit agreement provisions they retired under. 2014-15 was the first year in which the new system was used to process early retiree reimbursements.

The Benefits staff hosted and scheduled **CalPERS and CalSTRS retirement planning workshops** and made presentations at the FACCC Benefits and Retirement Conference on the Main Campus.

Members of HR have been fully engaged in training and dialogue with leaders in the health care industry on the **implementation of the Affordable Care Act** to assure compliance with the proposed changes.

Technological Improvements

HR has incorporated multiple software programs, including Adobe Systems, to maximize the ability to create **fillable forms and surveys** for data collection. The **HR website** was updated by including comprehensive data on procedures such as leaves and state and federal complaint processes. It is one of the largest websites in the SMC platform. There were 25,804 independent visitors during the period from July 1, 2014 to June 30, 2015.

HR is researching and developing a proposal for a new website called **Diversity@SMC**. The website will centralize all information and links pertaining to diversity as protected by federal, state and local laws and regulations. It will also include helpful information for persons experiencing disabilities as defined by State and Federal laws such as The Rehabilitation Act, The Americans with Disabilities Act (ADA), and The Fair Employment and Housing Act (FEHA).

HR has continually tracked **grievances and complaints electronically** and increased the number of files scanned into the secured, electronic employee file database. A new Title IX Complaint tracking log has also been created.

INFORMATION TECHNOLOGY

A campus-wide network infrastructure project added 150 plus wireless access points and upgraded over 200 network switches to increase wireless access in high-traffic locations and increase overall network bandwidth by 10 times. In partnership with the City of Santa Monica, IT implemented new high-speed connections between satellite and main campuses that increased bandwidth 1,000 percent.

IT deployed a virtual student computer lab that provides 24/7 access to geographic information system (GIS) courseware and secure desktops and application access to Chairs and key personnel.

The department implemented a number of applications and systems, including ServiceNow, a hosted service management application to streamline IT service delivery; AcademicWorks, a hosted scholarship management application; modernized self-service faculty and student election applications; modernized outbound electronic transcript services; and a TargetX / Salesforce relationship management system.

Additionally, IT designed, developed and implemented myTime, a new time and leave management system, and Mobile Professor (mProfessor) and Mobile Office (mOffice), and modernized faculty and staff self-service portals. IT also planned and developed the foundation and framework for a major upgrade to the Integrated Student Information System (ISIS) and support systems.

THE COMMUNITY

Community and Academic Relations

Community and Academic Relations is a newly reorganized department encompassing marketing, web and social media, the public information office, community relations, and other institutional advancement functions. Externally, the department works to achieve public awareness of the college and its programs, to promote community engagement, and to increase community support. Internally, the department provides reliable communications, web and print support for programs and departments, and an increasing palette of special projects in support of student success.

The reorganization effort began in October 2014, with the appointment of the new Dean, Community and Academic Relations position and the hiring of a replacement for the Public Information Officer, who retired at the end of 2013. The duties of Director, Community Relations, who retired at the end of 2013, were distributed throughout the office; the Web Content and Social Media Manager was hired in April 2015, and a new position, Director of Marketing, remains vacant.

Public Information Office. The office re-established SMC's PR communications, both with the media and external stakeholders, as well as internally with all the constituencies that make up SMC, to create the kind of strong institutional narrative that drives the college's public relations, marketing, and communications efforts going forward.

- Reestablished SMC's presence in local print and mass media – a steady stream of events promotions, news, and features from the college are published in Santa Monica's leading paper *Santa Monica Daily Press* and numerous local papers and news sites. A number of "organic" articles on the college have also appeared in highly renowned publications like the *Chronicle of Higher Education*; also, SMC subject matter experts have been featured on major TV news outlets.
- Created a bi-monthly internal news blog "SMC In Focus" – the audience for this newsletter will be extended to include students, supporters of all nonprofits affiliated with the College (KCRW,

SMC Foundation, and the Broad Stage), members of community support groups, and over time, a widening circle of the general public.

- Handled key external and internal communications for the College President, including letters for legislative lobbying, and speeches.
- Communicated with the College community through bulletins, obituaries, board summaries and news releases to inform and help build a common bridge of understanding the institutional mission.

Web and Social Media. Content is now added daily through the SMC social media accounts, including the established Facebook, Twitter and Instagram accounts and new accounts on Vine, Pinterest and Tumblr. Work has begun to establish a consistent voice and look and feel for digital communications. Efforts are also underway to identify the limitations of the current website content management system and to chart a path forward for improvements.

Marketing. This area has been a mainstay of the college in sustaining public confidence in the college, meeting enrollment targets, garnering public support for college initiatives, and attracting a highly qualified work force. Marketing returned to pre-recession levels of media outreach in 2014-15. At the end of 2014-15, Marketing hired a replacement for the Senior Graphic Designer, a position that has been vacant since the end of 2012. The Senior Director, Government Relations and Institutional Communications, continues to oversee Marketing, pending the hiring of the Director position.

Community Relations. This area coordinates the programs and activities of the SMC Associates, a dues-paying membership group that sponsors one-of-a-kind special events, and offers six ongoing speaker series to enhance the academic experience; it also guides the General Advisory Board in conducting its meetings throughout the year and interacts with other community stakeholders. These efforts were conducted without pause in 2014-15, despite multiple transitions in leadership.

Academic Relations. This area coordinates certain community interests and agencies with the academic community at SMC.

- Established communications with John Adams Middle School leadership to coordinate with SMC's Black Collegians, Adelante, and STEM programs.
- Helped Santa Monica High School with its Career Day; helped coordinate a Student Equity Panel with the League of Women Voters; and participated in Santa Monica Travel and Tourism summit.
- Facilitated discussions with CSU Los Angeles to solidify partnerships and pathways.
- Assisted in transitioning to a new Director for the Public Policy Institute and helped plan and coordinate a weeklong PPI symposium on public health.

SMC Foundation

Organizational Improvements. The Foundation has an unwavering commitment to a vibrant partnership with the College. 2014-15 was a year of reflection, restoration and rejuvenation. SMCF engaged in thoughtful actions to ensure that all administrative systems and processes are current. The Foundation has reinvigorated the Board with new members and a commitment to fundraising with a guaranteed board pledge. Most recently, the Foundation has hired an experienced development director who possesses measured experience in major gifts, annual giving and project-based fundraising.

Revenues. Projected revenues for 2014-15 will be \$1.4 million.

Scholarships. More than \$650,000 was distributed for scholarships in the 2014-15 school year. During the fiscal year, two new, endowed scholarships were established: The Randal Lawson Memorial Scholarship and the Rocky & Diane Young Scholarship.

President's Circle Award for Innovation and Progress. The Innovation and Progress was not awarded in 2014-15 due to low submissions and poor quality proposals. The deadline to apply for the 2015-16 grant was May 22, 2015. The proposals are currently under review.

Margin of Excellence Faculty Grants. \$54,000 was awarded in fall 2014 to 13 full-time professors from the following departments: Physical, Life & Earth Sciences; Art; Communications; Dance; Fashion; and Theatre Arts. For 2015-16, SMCF's budget for faculty grants is \$60,000. Final decisions on the grant recipients will be rendered by Opening Day 2015.

Chairs of Excellence. The following Chairs of Excellence were awarded in spring 2015:

- The Ilona Jo Katz Chair in Music to Janelle DeStefano.
- The John F. Drescher Chair in Earth Science to Brandon Lewis.
- The St. John's Health Center Chair in Nursing to Eve Adler.
- The Carol & Bill Ouchi Chair in Business to Ming Lu.

The Bernard Osher Foundation/Foundation of CCCs Scholarship Challenge. The 2015-16 award will be \$101,000. Participation in the Osher Challenge has yielded a return on investment of better than ten percent.

SMC Foundation Activations

Associated Students. SMCF provided funding and support for the student leadership group during the inaugural Consent Month activities. SMCF was responsible for securing and funding the finale film screening, which included an appearance from the film's director and producer.

Baccalaureate Degree Campaign. With an influx of support from companies that included Universal Pictures, Partners Trust, Sony Pictures Entertainment, Paramount Studios, Warner Bros. Studios and others, the Foundation played a key role in securing letters of support from president level executives, expressing their backing and endorsement of the Bachelor's Degree in interaction design at SMC. These efforts were replicated in a second tier of support to help cement SMC's position with the state as one of 15 campuses selected to offer the program.

The Center for Teaching Excellence. SMCF partnered with the Center to host a VIP reception for Dr. Pedro Noguera, who served as the keynote speaker for the district wide professional development day.

Dale Ride. Five students received the Dale Ride Internship, which included support and scholarship funding from SMCF. Increased giving allowed for the additional student.

Emeritus College. SMCF hosted its annual luncheon in partnership with the Emeritus College 250 Club. For the 40th anniversary, the Foundation worked closely with the administration to design a robust schedule of events across the month of May. SMCF secured in-kind and corporate sponsorship to commemorate the anniversary activities. Additionally, a successful outreach campaign raised new revenue for the program.

Film Production. This past year, SMCF was called upon to provide funding and resources to support student participation in an international film festival as well as complete the editing of several student films in progress. SMCF is currently developing a film production lecture series in conjunction with the Communications Department and the Associates, targeted for fall 2015.

Gifts and Grants. In collaboration with the Grants office, SMCF secured a \$25,000 grant from Southern California Edison and received a \$20,000 grant from the Norris Foundation for STEM related activities and STEM students. SMCF also received a \$25,000 gift for the Disabled Students Center and secured a gift for Study Abroad students from the Verge family with intent to repeat the gift for 2015-16.

Guardian Scholars. In collaboration with the Grants office, SMCF received \$40,000 from the S. Mark Taper Foundation this past fiscal year. The grant carries through FY 2015-16. SMCF partnered with the program to produce the first Guardian Scholar's Resource Fair. The 40th Anniversary of EOPS is set for fall 2015 and the Foundation has been asked to serve as a partner.

Music Program. SMCF hosted a "friendraiser" for the opera program which garnered tremendous interest and intrigue from potential new donors. SMCF was able to provide financial support and marketing services to the annual production.

Public Policy Institute. SMCF partnered with and sponsored the Public Policy Institute's annual symposium. SMCF helped re-brand the program, adding a new vitality to the week of activities. SMCF leveraged its resources to secure relevant panelists, content and partnerships, positioning the events as a portal for future fundraising activity. SMCF was responsible for securing two films, several panelists including the film's producers and director, and for mounting a social media campaign to interface with the program's first ever livestream which included tweets from Maria Shriver.

Scholarship Ceremony. SMCF produced the annual scholarship ceremony, which served 1,000+ attendees, including 450 student scholarship recipients. For the first time, SMCF secured an event sponsor with Coffee Bean & Tea Leaf.

Campus and Alumni Relations

Student Leadership programs including the President's Ambassadors continue to thrive, with 21 Ambassadors last year that completed over 800 hours of service in the community, and Dale Ride Scholarship award recipients interning in Congressional and Senate offices, the Office of Migrant Education in the U.S. Dept. of Education, and the CARE and Oxfam non-profit organizations in Washington D.C. The Student Leadership institute to expand opportunities for more students is in development.

Alumni programs and visual communication campaigns have successfully spread the Alumni Chant “Proud to be SMC” across campus, into speeches, print, the effective hashtag use #proudtobesmc, and throughout the graduation highlights video expressing and generating school spirit and pride. Alumni banners across campus provide students with positive statements of agency (i.e., Engineer the Future) and inspiration with images of Alumni (i.e., Nathan Myhrvold).

The SMC Alumni Association (SMCAA) successfully brought two Distinguished Alumni back to campus this year, Nathan Myhrvold and Andrew Hem, and raised the profile of the Alumni luncheon from a small event for faculty and staff to a larger venue on campus that included over 50 alumni. The alumni presence online has gained over 4,000 Facebook users, and the SMC Alumni Network platform has captured the attention of 384 alumni including alumnus, Capt. Bob Wells, public policy advisor in both Clinton and Bush administrations, who joined the alumni network online to be a mentor. He has since come to campus to visit the Alumni Office in person, and is now actively engaged as a mentor for the Dale Ride interns in D.C. this summer. Additionally, the Alumni program hosted the return of celebrity Alumnus Kim Vo for a private reception at the Office of Campus and Alumni Relations to speak with Cosmetology students and faculty. The SMCAA pilot tested a custom crowd-funding platform with film students who successfully reached 118 donors and raised over \$6,000, hosted the 3rd annual Homecoming alumni reception, 3rd annual “SMC Everywhere” transfer celebration, and other alumni mixers and events that demonstrated alumni engagement toward an effort to activate a vibrant alumni network, including open houses at the Office of Campus and Alumni Relations, an alumni reception for President’s Ambassadors alumni, and a Dale Ride Presentation from Dale Ride Alums which garnered a \$5,000 donation for this year’s cohort.

The Future Alumni Club was chartered for the third year running, and the Young Alumni Council is expanding its reach through the continued development of a chapter program currently in its second year at UCLA as an official UCLA club, the “SMC to UCLA Network.” Mobile applications to connect SMC alumni at other transfer institutions are in development to launch next year.

Performing Arts Center

In 2014-15, The Broad Stage at the SMC Performing Arts Center celebrated its seventh year. Over the past seven years, The Broad Stage rapidly emerged as a formidable cultural institution and community hub, presenting the world’s finest musicians, theatre and opera companies, dance troupes, and innovative performing artists to a diverse and growing audience.

The most noteworthy of the 139 performances this season included opening night with the legendary Bobby McFerrin, South Africa’s Isango Ensemble, who dazzled audiences with a fresh and innovative take on Mozart’s The Magic Flute, Shakespeare’s Globe with a two-week run of King Lear, a stunning and moving opera production of Dead Man Walking by the San Francisco based company Opera Parallèle, and a monumental residency with Anna Deavere Smith who performed a series of monologues in Never Givin’ Up along with community panel discussions focused on issues of social justice, race, poverty, and the arts. The Broad Stage jazz initiative continued with spectacular performances by New Orleans Legends Preservation Hall Jazz Band and Taj Mahal, and the classical opera series presented intimate and unforgettable recitals with Vittorio Grigòlo and Joyce DiDonato.

As education programs are core to its mission, the Broad Stage continued with a robust program of student matinees, bringing over 10,000 students to world-class performances. This year saw the launch of a new partnership with Carnegie Hall and their flagship program Musical Explorers. This program combines professional development for teachers with a comprehensive curriculum, which prepares children for an interactive world music concert. The Education Department wrapped up the season with student matinees of Fairy Tales Unscripted, a collaboration between the Calder Quartet and Impro Theatre; presentations by National Geographic Live; and local dance favorites Diavalo.

In addition to the community panels during the Anna Deavere Smith residency, six outstanding high school students also had the opportunity to explore the power of their words through the Voices of Youth Workshop Series. The teens met to research and discuss modern civil rights issues, dig deep into their own personal experiences, and combine the two to create monologues exploring the universal human condition.

The Broad Stage also continued to work closely with SMC faculty and students by providing master classes in dance and theater. SMC students recently had the great benefit of working with the Los Angeles dance company, BodyTraffic, and explored the world of theater and puppetry with UK's Boxtale Soup.

The Broad Stage looks forward to its eighth season, which includes an increase in performances and an exciting lineup of artists from across artistic disciplines and from around the globe!

OUTSTANDING SERVICE

Our employees and students continue to excel at the regional, state and national levels with honors and recognition, and represent Santa Monica College with utmost excellence.

CONCLUSION

In looking back at our achievements of 2014-15, it is abundantly clear that we continue to uphold the standards in maintaining access and ensuring a high quality of education, while striving to achieve educational equality. Our tenacity and spirit of innovation testify to Santa Monica College's unflinching place of distinction.