

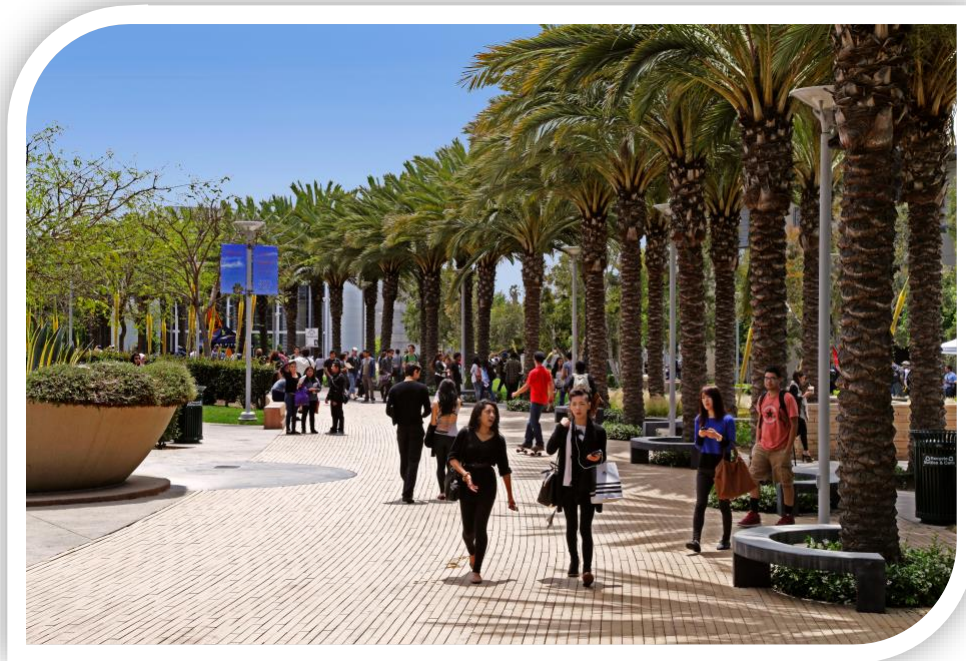


Santa Monica Community College District

## District Planning and Advisory Council

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Annual Report  
2022-2023





Santa Monica Community College District  
District Planning and Advisory Council

DPAC ANNUAL REPORT  
2022-2023

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DPAC Annual Actions Plans

Links to:

[2022-2023 Annual Action Plans](#)

[2023-2024 Annual Actions Plans](#)



BP 2515 DISTRICT PLANNING AND ADVISORY COUNCIL

The Board recognizes the District Planning and Advisory Council (DPAC) as the body primarily responsible for making recommendations to the Superintendent/President on matters that are not otherwise the primary responsibility of the Academic Senate (BP 2511), Classified Staff (BP 2512), Associated Students (BP 2513) or the Management Association (BP 2514). Issues include, but are not limited to, District budget, facilities, human resources, instruction, student services and technology planning. Discussion of these issues by the Council will not supplant the collective bargaining process.

DPAC is the College's primary planning body. It is the responsibility of DPAC to facilitate the District's long-term planning efforts, including the assessment of the College's planning process. Every five years, DPAC develops recommendations for new Strategic Initiatives and reviews the Vision, Mission and Goals. DPAC also develops annual action plans that support the five-year strategic initiatives and objectives.

The District Planning and Advisory Council shall comprise representatives of the faculty (Academic Senate and Faculty Association), classified staff (CSEA Chapter 36), students (Associated Students) and management (Administration/Management Association), who shall mutually agree upon the numbers, privileges, and obligations of Council members. The District Planning and Advisory Council shall establish its own procedures in conformity with the law.

Adopted: 1/10/2005

Revised May 4, 2009; June 6, 2017, February 5, 2019

For more detailed information, go to [DPAC Meeting Website](#)



District Planning and Advisory Council  
SCOPE AND FUNCTION  
2022-2023

District Planning and Advisory Council (DPAC)

The District Planning and Advisory Council (DPAC) is the advisory body primarily responsible for making recommendations to the Superintendent/President on matters that are not otherwise the primary responsibility of the Academic Senate (BP 2511, Classified Staff (BP 2512), Associated Students (BP 2513) or the Management Association (BP 2514). Issues include, but are not limited to, District budget planning, facilities planning, human resources planning, and technology planning. Discussion of these issues by the Council will not supplant the collective bargaining process.

Reference: Board Policy 2515

DPAC Members:

- Superintendent/President (or designee)
- Academic Senate President (or designee)
- Faculty Association President (or designee)
- CSEA President (or designee)
- Management Association President (or designee)
- Associated Students President (or designee)

Each Constituency Group President (or designee) shall be allowed one additional seat at DPAC meetings for a total of 12 members.

DPAC Chair and Vice-Chair:

The Superintendent/President is a de facto member of DPAC and shall serve as Chair of DPAC. The Superintendent/President may appoint a designee in June to serve as chair for a one-year term the following fiscal year. If a designee is appointed, the Superintendent/President, as a de facto member, is welcome to attend DPAC meetings. DPAC may extend a special invitation to the Superintendent/President to participate in discussion of a specific topic.

The Vice-Chair shall be elected by a majority vote of DPAC in June to serve a one-year term for the following fiscal year.

Note: The Vice Chair shall not come from the same constituency group as the Chair of DPAC. If the Superintendent/President selects a faculty person for Chair then the Vice Chair must come from a constituency group other than faculty.

Responsibilities of the DPAC Chair and Vice-Chair

- The Chair shall preside at meetings of DPAC
- The Vice-Chair shall preside at meetings of DPAC in the absence of the Chair
- The Chair and Vice-Chair shall review agendas and minutes of DPAC meetings prior to distribution
- The Chair and Vice-Chair shall assure that DPAC’s recommendations are conveyed to the Superintendent/President

Privileges and Responsibility of DPAC Members

- Each member is expected to review agenda packets prior to each meeting
- Each member is expected to attend meetings
- Each member is expected to represent their group in discussions and deliberations
- It is the responsibility of constituent leaders to solicit input from their respective constituencies to assist DPAC in developing proposed Annual Action Plans.

DPAC Coordinator

The DPAC Coordinator shall be responsible for the following:

- Prepare, post/distribute agendas for DPAC meetings in compliance with the Brown Act (72 hours in advance of a regular meeting)
- Prepare, post/distribute minutes of DPAC meetings
- Keep a full, accurate and indexed record of DPAC proceedings
- Maintain all DPAC records and files
- Prepare DPAC Annual Report

Meetings

Meetings of the District Planning and Advisory Council are subject to the provisions of the Brown Act. The District Planning and Advisory Council meets on the second and fourth Wednesdays of the month.

Quorum/Substitutes

A quorum will consist of a simple majority of appointed DPAC members (7 of 12 members) or designee. DPAC members are expected to make every effort to attend all DPAC meetings, but if DPAC members are unable to attend a meeting and send a substitute to attend in their place, the Chair, Vice-Chair and Coordinator shall be notified of any substitutions prior to the meeting.

Two votes per each constituency group or one vote per sub-constituency group.

Academic Senate	1 vote
Faculty Association	1 vote
CSEA	2 votes
Management Association	1 vote
Administration	1 vote
Associated Students	2 votes

Note: There are 8 votes on DPAC

Orientation for DPAC Members

An annual orientation session will be held for members of DPAC.

DPAC Recommendations to the Superintendent/President

It is the charge of DPAC to make recommendations related to planning to the Superintendent/President. It is the responsibility of the Chair and Vice-Chair to convey DPAC’s recommendations to the Superintendent/ President. The Superintendent/President will respond to DPAC recommendations either in person, in writing or through a report from the Chair at a subsequent DPAC meeting. The Superintendent/President’s responses will be reflected in the DPAC minutes.

## Institutional Planning

The institutional planning process—both long-term and annual—is coordinated by DPAC. Every five years, DPAC facilitates the review of the College’s Vision, Mission, and Goals statements, conducts an evaluation of all aspects of the institutional planning process, and identifies long-term strategic initiatives to inform the identification of annual action plans that support the strategic initiatives and objectives. DPAC shall forward the results of these processes to the Superintendent/President as a recommendation for adoption.

## Annual Action Plans

Development of the Annual Action Plans is also the responsibility of DPAC. Responses to the previous year’s annual action plans, including the status of completion for each plan, are used in developing annual action plans for the next year. DPAC reviews a number of major planning documents, including, but not limited to:

- Academic Senate Objectives
- Accreditation Reports
- Board of Trustees Annual Goals and Ongoing Priorities
- Capital Outlay Programs Update
- CCC Chancellor’s Office Vision for Success
- Institutional Effectiveness Committee Observations
- Program Review Planning Summary
- SMC Vision for Success Goals
- Strategic Enrollment Management (SEM) Plan
- Student Equity Plan
- Student Equity and Achievement Program Report
- Information Technology, Areas of Focus

Annual Action Plans should:

- Align and support the Strategic Initiatives and Objectives
- Should map to Institutional Planning Documents
- Align with the Chancellor’s Office Vision for Success

The process for developing Annual Action Plans identifies linkages among the various components of the overall institutional planning process, provides an estimated cost and funding source (with a descriptive budget narrative) for each action plan and describes methods to accomplish each action plan; and lists anticipated outcomes for each action plan. The resulting Annual Action Plans are forwarded to the Superintendent/President as a recommendation for adoption.

The Annual Action Plans will inform the development of the annual calendar of DPAC meetings. DPAC will agree on the calendar, and the appropriate parties working on the annual action plans will be invited to attend meetings when those topics are relevant to their work. The presidents of each constituency (Council of Presidents) will jointly coordinate agendas for DPAC meetings.

## Planning Subcommittees:

1. Budget Planning
2. Facilities Planning
3. Human Resources Planning
4. Technology Planning
5. Other subcommittees, as needed, to assist DPAC with the institutional planning process

Meetings of the DPAC Planning Subcommittees are subject to the provisions of the Brown Act. Planning Subcommittees shall comprise four representatives of each constituency group or two representatives of each sub-constituency group.

Faculty (2 Academic Senate/2 Faculty Association)  
Classified (4 CSEA)  
Managers (2 Administration /2 Management Association)  
Students (4 Associated Students)

DPAC shall determine the scope and function of the Planning Subcommittees. DPAC provides direction to the four Planning Subcommittees.

### Quorum

A quorum will consist of a simple majority of subcommittee members appointed by employee constituency groups (7 of 12 members), or designee.

### Voting on Planning Subcommittee

Each member of the planning subcommittee has one vote (4 faculty, 4 classified, 4 managers, 4 students)

### Planning Subcommittees Co-Chairs

One Co-Chair named by the Superintendent/President

The Superintendent/President may name any Santa Monica College employee or student as this co-chair.

One Co-Chair elected by the planning subcommittee

This co-chair shall be selected from within the subcommittee membership by September 30<sup>th</sup> of each year.

Note: Chairs shall not come from the same constituency group. If the Superintendent/President selects a faculty person for chair then the other chair must come from a constituency group other than faculty.

Additional Note: Co-Chairs (or designees) of the Planning Subcommittees will be required to attend DPAC meetings at which discussions of annual action plans relevant to the work of the subcommittee are agendaized.

### Responsibilities of the Planning Subcommittees Co-Chairs

- Develop the schedule of meetings
  - All planning subcommittees shall meet at least once a month, excluding intersessions, at a fixed time. A written summary report of each subcommittee's work related to the annual actions plans shall be provided to DPAC at the end of the academic year.
- Work cooperatively to:
  - Develop meeting agendas
  - Post/distribute agendas in compliance with the Brown Act (72 hours in advance of a regular meeting)
  - Preside over meetings using standing rules agreed upon by the subcommittee
  - Prepare minutes of meetings
  - Post/distribute minutes

Resources to DPAC

1. Academic Senate Joint Committees (these committees are not subcommittees of DPAC)
  - a. Program Review
  - b. Curriculum
  - c. Student Affairs
  - d. Institutional Effectiveness
2. Other committees/College groups/staff who are already doing work related to the Strategic Initiatives and annual action plans will be invited to appropriate DPAC meetings as needed to participate in discussions relevant to their work.

*Approved: 4/21/05*

*Revised: 5/25/05, 6/8/05; 6/22/05, 2/27/08, 9/10/08, 1/28/09, 8/12/09, 11/11/09, 11/13/13, 12/10/14, 10/28/15, 10/12/2016, 11/14/2018, 9/2022*



Santa Monica Community College District  
District Planning and Advisory Council  
2022-2023

Members, 2022-2023

Mike Tuitasi, Administration, Chair Designee  
Jason Beardsley, Administration

Christopher Bonvenuto, Management Association President  
Dione Carter, Management Association Representative

Jamar London, Academic Senate President, Vice-Chair  
Stephanie Amerian, Academic Senate Representative

Peter Morse, Faculty Association President  
Elaine Roque, Faculty Association Representative

Cindy Ordaz, CSEA Representative  
Martha Romano, CSEA Representative

Kamiko Greenwood, Associated Students President

Revised 8/22

Resource Liaisons

Co-Chairs, Budget Planning Subcommittee  
Co-Chairs, Facilities Planning Subcommittee  
Co-Chairs, Human Resources Planning Subcommittee  
Co-Chairs, Technology Planning Subcommittee

Chair and Vice-Chair Academic Senate Joint Curriculum Committee  
Chair and Vice-Chair, Academic Senate Joint Program Review Committee  
Chair and Vice-Chair, Academic Senate Joint Student Affairs Committee  
Chair and Vice-Chair Academic Senate Institutional Effectiveness Committee

Meetings, 2022-2023

The District Planning and Advisory Council meets on the second and fourth Wednesdays of the month, at 3 p.m. in Drescher Hall 300-E. Following is the schedule of meetings through June 2023. In the event that it is not possible to meet in-person, the DPAC meeting will be conducted via Zoom Conference.

Meeting schedule for 2022-2023

August 24  
September 14, 28  
October 12, 26  
November 9, 23  
December 14  
January 11, 25, 2023  
February 8, 22  
March 8, 22  
April 26  
May 10, 24  
June 14

District Planning and Advisory Council

Planning Subcommittees

(DPAC action 4/27/05 and 6/8/05)

Budget Planning Subcommittee

Facilities Planning Subcommittee

Human Resources Planning Subcommittee

Technology Planning Committee

Quorum

A quorum will consist of a simple majority of subcommittee members appointed by employee constituency groups (7 of 12 members), or designee.

Overarching Guiding Principles for DPAC Planning Subcommittees

- Each subcommittee should make recommendations as directed by DPAC on matters within its jurisdiction that are consistent with the District's Mission, Vision and Supporting Goals, Strategic Initiatives and the Annual Action Plans.
- Each planning subcommittee should factor recommendations from other planning areas.
- Members of the planning subcommittees should report back to their respective constituencies on a regular basis.

Responsibilities of the Planning Subcommittees Co-Chairs

- Develop the schedule of meetings
- All planning subcommittees shall meet at least once a month excluding intersessions during the fall and spring semester at a fixed time and location and report to the District Planning and Advisory Council as requested.
- Work cooperatively to:
  - Develop meeting agendas
  - Post/distribute agendas in compliance with the Brown Act (72 hours in advance of a regular meeting)
  - Preside over meetings using standing rules agreed upon by the subcommittee
  - Prepare minutes of meetings
  - Post/distribute minutes

(Approved 1/28/09, Revised 10/12/2016, November 2018)



Date	Topic	Presented to/Considered/Discussed by DPAC	Consensus/Action  Superintendent's Responses to DPAC Recommendations Recommendation to Superintendent/President
Sorted Chronologically			
July 27, 2022	COVID-19 Update/Return to Campus	The District has suspended the enforcement of the booster requirement effective July 26, 2022. It could be announced on Thursday that Los Angeles County will move to indoor masking; but it might wait because the number and cases and hospitalizations has leveled out. The Santa Monica-Malibu Unified School District is moving some classes to the SMC Pico Classroom Complex and is receiving training on SMC safety protocols. The College is getting ready for fall with adequate inventory of personal protective equipment (PPE), classroom signage regarding the indoor masking policy, cleaning up the cafeteria and preparing for vendors. Safety plans are in place for guest speakers, office meetings, campus events, performances and the cafeteria.	
July 27, 2022	Accreditation Update	The editors have prepared the first draft of the ISER, submitted it to Vice-President Bradley Lane for review and feedback and will continue to make improvements to submit to Dr. Jeffery for review. The introduction and Quality Essay are being written.	

July 27, 2022	DPAC Annual Report 2021-2022		Motion was made by Chris Bonvenuto and seconded by Peter Morse to approve the DPAC Annual Report 2021-2022. <i>Unanimously approved.</i>
July 27, 2022	2021-2022 Annual Action Plans	Report on 2021-2022 Annual Action Plans	DPAC reviewed the Year-end Report on the 2021-2022 Annual Action Plans. Motion was made by Elaine Roque and seconded by Dione Carter to accept the reports as submitted. <i>Unanimously approved.</i>
August 24, 2022	COVID-19/Return to Campus	COVID-19 numbers continue to decline. The college is now looking into the emerging Monkeypox threat.	
August 24, 2022	Accreditation Update	A draft of the Institutional Self-Evaluation Report (ISER) has been submitted to Dr. Jeffery for review. It will be shared with the Board of Trustees in mid-September for its review and input and then submitted for approval at its meeting on October 4, 2022. The ISER will be submitted to the ACCJC in mid-December in preparation for the team's visit in spring 2023.	
August 24, 2022	2023-2024 Annual Action Plans	It was suggested that the 2022-2023 Annual Actions Plans (#1 – Development and a Master Plan for Education and #2 – Relaunch the Center) continue for 2023-2024. It was also suggested that an Annual Action Plan focused on enrollment and retention be developed for 2022-2023. It was recommended that these proposed Annual Action Plans be presented to the constituency groups for their input. A draft of the Quality Focus Essay (QFE) will be presented at the next DPAC meeting to be considered in the development of the 2022-2023 Annual Action Plans.	

August 24, 2022	DPAC Scope and Function, 2022-2023	The DPAC Scope and Function, 2022-2023 was reviewed. It will be updated with DPAC Planning Subcommittee members for 2022-2023 and presented for approval at a future meeting.	
September 14, 2022	COVID-19/Return to Campus	The number of COVID-19 cases in Los Angeles County continues to decrease. At SMC there were a total of 28 cases reported between August 22 <sup>nd</sup> and September 12 <sup>th</sup> . Some new safety measure shave been implemented for fall, including individual meeting and conference room protocols. The cafeteria is open with masks required unless actively eating. Safety clerks have been placed in strategic areas on the main campus and all satellite campus to remind people they that need to wear a mask and to provide hand-outs and customer service information. COVID vaccinations are being offered every Thursday until the end of December, 10 a.m. to 6 p.m. in the courtyard by the CORE Performance Center. The EOT Procurement Group meets every week to evaluate levels of PPE and sanitizers to make sure there is sufficient inventory. Safety walkthroughs are continuing with departments that are newly on ground. The EOT continues to meet with the on-ground events group on all safety-related issues.	
September 14, 2022	Accreditation Update	Dr. Jeffery has reviewed the Institutional Self-Evaluation Report (ISER) and has submitted her comments and suggested edits. The QFE (Quality Focus Essay) will focus on revamping the program review process, college planning and a Master Plan for Education. The ACCJC liaison recommends allowing flexibility in the QFE and to be student centered. The ISER will be presented to the Board of Trustees in November for information and feedback, and in December for approval.	

September 14, 2022	DPAC Semi-Annual Report		Motion was made by Cindy Ordaz and seconded by Dione Carter to approve the 2022-2023 DPAC Semi-Annual Report
September 14, 2022	2023-2024 Annual Action Plans	<p>Feedback from constituency groups on potential Annual Action Plans: The Academic Senate, Faculty Association, CSEA, Administration and Management Association indicated that they support three Annual Action Plans for 2023-2024. The Associated Students have not discussed them yet.</p> <ul style="list-style-type: none"> <li>• Continuation of Master Plan for Education</li> <li>• Relaunching the Center</li> <li>• Enrollment and Retention</li> </ul>	
September 28, 2022	Accreditation Update	<p><a href="#">Information Item: Quality Focus Essay</a></p> <p>The College's self-study process revealed two areas of effectiveness needing critical attention over the next few years: (1) adjustments to the College's planning structure that lead to the development of the next Master Plan for Education, one that will ultimately inform plans that focus on more specific aspects of the college such as budget, staffing, technology, facilities, and (2) overhaul of the program review process. The two quality focus essay projects were identified by the Accreditation Steering Committee as mechanisms for ensuring continuous improvement to support student learning, experiences, and success by strengthening the district planning processes. Together, the two proposed projects will ensure that the current assessment and planning processes continue to provide meaningful opportunities for the College to engage in critical self-reflection, planning, and improvement both at the macro-level (institutional) and on the ground (programmatic).</p>	

September 28, 2022	Budget: Adopted Budget 2022-2023	Adopted Budget 2022-2023 View: <a href="#">Budget Report</a>	
September 28, 2022	SLO/Program Review Task Force:	The discussion addressed the timing and recommended format of the Program Review report presentation to DPAC. Several years ago, the schedule for developing the Annual Action plans was revised so they can be incorporated into the annual budget cycle. DPAC considers and discusses input from other planning bodies and reports during the fall to develop the Annual Action Plans and finalizes them by December to be forwarded to Fiscal and the Budget Committee in January. The Program Review report to be forwarded to DPAC should be an executive summary of overarching/institution wide priorities, and not department level/operational issues. It was suggested that themes specific to departments could be forwarded to DPAC Planning Subcommittees for discussion, where appropriate. A top-level Executive Summary will be prepared and presented to DPAC in Fall 2023.	
October 26, 2022	COVID-19/Return to Campus	The Emergency Operations Team (EOT) has developed a masking matrix which is now being circulated to the constituent group leadership for review and input. The EOT will address the concerns and questions received and revise the matrix accordingly. It was suggested that communication about the masking matrix be expanded to inform the college community and to solicit input.  COVID-cases: There were 928 new cases reported for today;11 new deaths and 368 hospitalizations, representing a continuing decline in numbers. A map of the United States prepared by the CDC was shared showing the progression of cases since February	

		<p>2022. The vaccine will continue to provide protection from new COVID variants. The EOT continues to follow guidance from the experts as college activities continue to increase. Students Services clerks are stationed on the main and satellite campus to provide customer service and dispense masks. Masking is still required indoors through the fall semester.</p> <p>Guidelines for safety plans for special events and group meetings are available at the following links:  <a href="https://www.smc.edu/news/coronavirus/documents/group-meeting-protocol.pdf">https://www.smc.edu/news/coronavirus/documents/group-meeting-protocol.pdf</a>  <a href="https://www.smc.edu/news/coronavirus/documents/special-event-covid-safety-guidelines.pdf">https://www.smc.edu/news/coronavirus/documents/special-event-covid-safety-guidelines.pdf</a></p>	
October 26, 2022	Accreditation Update	The final draft of the Institutional Self-Evaluation Report (ISER) will be presented to the Board of Trustees at its meeting on November 1, 2022. There will be a virtual accreditation team visit on March 23, 2023, and the team in-person visit will be the week of September 25, 2023.	
October 26, 2022	2023-2024 Annual Action Plans	<p>Continue development of Action Plans for 2023-2024. DPAC reviewed the following 2022-2023 annual goals and discussed how they link to the proposed 2023-2024 Annual Action Plans.</p> <ul style="list-style-type: none"> <li>• Board of Trustees Annual Goals 2022-2023 and Ongoing Priorities</li> <li>• Academic Senate Annual Objectives, 2022-2023</li> </ul>	
November 9, 2022	COVID-19/Return to Campus	There were 1,662 new COVID cases reported for today; 10 new deaths and 492 hospitalizations. The County Department of Public Health released their guidance for higher education recommending that masking may be based on individual preference when indoors as described by the Los Angeles County Health Order, but institutions may be stricter. There	



		<p>are many events planned around campus following safety protocols. Safety protocols are being updated for office meetings, general meetings and special events.</p> <p>The masking matrix has been circulated to the constituent groups for review and input. The Emergency Operations Team addressed the concerns and questions received and revised the matrix accordingly. A Frequently Asked Questions page is being developed.</p>	
November 9, 2022	Accreditation Update	The final draft of the Institutional Self-Evaluation Report (ISER) and the Quality Focus Essay (QFE) were approved by the Board of Trustees at its meeting on November 1, 2022. The ISER and QFE will be circulated to college groups to prepare for the accreditation visit. There will be a virtual accreditation team visit on March 23, 2023, and the team in-person visit will be the week of September 25, 2023.	
November 9, 2022	Student Equity Plan	<p>Dr. Muñoz Munoz, Interim Dean of Equity, Pathways and Inclusion presented the Student Equity Plan 2.0. The report has been presented to the Academic Senate and the Management Association, will be presented to CSEA and Senior Staff, and then to the Board of Trustees on December 13, 2022.</p> <p>In order to continue efforts to advance racial equity at California Community Colleges, the Chancellor’s Office has communicated some significant changes to guide the institution's 2022–2025 Student Equity Plan (SEP) 2.0 cycle. To start, institutions need to move from thinking about the Student Equity Plan as being a “transactional” or “compliance-driven” approach to a more transformational approach. Link to <a href="#">Student Equity Plan 2.0</a></p>	

November 9, 2022	2023-2024 Annual Action Plans	<p>A potential Annual Action Plan for Enrollment and Retention was discussed. Teresita Rodriguez, Vice-President of Enrollment Development, reported that the enrollment development team continues to do its work in all areas related to enrollment and retention. Policies are being reviewed and revised to eliminate any barriers and simplify the enrollment process for students. To develop an annual action plan, they are looking at a plan that would have high impact but does not currently have momentum behind it.</p> <p>Suggestions included:</p> <ul style="list-style-type: none"> <li>• Focus on stealth students (students engaging with the college looking for information via the website). Assess the college website and make it easier to navigate.</li> <li>• Focus on students who have experienced learning loss making it extremely difficult for them to succeed.</li> <li>• Embed counselors and/or tutors, or high-impact practices in at-risk math and English classes.</li> <li>• Focus on efforts besides learning, like mental health issues, which can contribute to anxiety and a lack of motivation.</li> <li>• Revisit the summer bridge program</li> <li>• Develop a high-impact program that is visible, accessible and integrated into students' expectation.</li> </ul> <p>Assignment of lead person(s) to prepare 2023-2024 Annual Action Plan form.</p> <p>#1: Master Plan for Education - Jason Beardsley  #2: Relaunch <i>The Center</i>- Maria Muñoz and Human Resources Professional Development Coordinator</p>	
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		#3: Related to Enrollment and Retention - Teresita Rodriguez, Mike Tuitasi and Jason Beardsley will discuss	
December 14, 2022	COVID-19/Masking Matrix	The masking matrix was developed after a request from the various constituency groups to have a matrix in place that would guide and inform our community when masks are required and when they are not. The CDC and LA County Public Health currently use community transmission rates as well as measuring vaccination percentages, hospitalization, bed capacity etc. to come up with a three-tiered Community Level_model. The SMC Emergency Operations Team looked at this method as well as earlier public health measuring methods and decided to base its decisions on community transmission which provides for continuity of instruction without major disruptions to the classroom learning environment. The matrix was shared with the various constituency groups for feedback. A glossary and FAQs were added to help understand the guiding principles of the matrix. LA County has indicated that it may go back to a mandatory indoor masking by the end of the month, and it is projected that due to the surge, community transmission levels will be high and the Winter Semester will start with indoor masking. The college is moving forward with various events on campus including resource fairs and community events.	
December 14, 2022	Cloud Bachelor's degree	An update on the development of the second bachelor's degree proposal for SMC was provided at the meeting. Link to: <a href="#">Cloud Computing Baccalaureate Program</a>	

December 14, 2022	AR 3435 - Discrimination, Harassment Complaints, and Investigations	Discrimination, Harassment Complaints, and Investigations. The DPAC Human Resources Subcommittee reviewed and unanimously approved updated AR 3435 at its meeting in November and forwarded it to DPAC for review and approval.	Motion was made by Jason Beardsley and seconded by Jamar London to approve AR 3435 as submitted. Ayes: 6 (Academic Senate, Faculty Association, Administration, Management Association, CSEA) Noes: 2 (Associated Students)
December 14, 2022	2023-2024 Annual Action Plans	<p>Review Drafts of Annual Action Plans for 2023-2024</p> <ul style="list-style-type: none"> <li>• Master Plan for Education</li> <li>• Relaunching The Center</li> <li>• Enrollment and Retention</li> </ul> <p>Suggested revisions and additions will be considered for inclusion in the final versions to be presented for review and approval at the DPAC meeting on January 11, 2023.</p>	
January 11, 2023	COVID-19/Winter Transition	<p><u>Emergency Preparedness for a Safer Campus Community</u></p> <p>SMC has mobilized and formed various key committees that fit within the traditional Incident Command System (ICS) but are customized to the environment and nuances of Santa Monica College. The pandemic has helped to formalize committees that can be mobilized to combat a variety of emergencies to include man made as well as environmental.</p> <p>Key components of the committees center around the Emergency Operation Team. The team consisting of leads assists with the overall coordination of the various committees. In the traditional ICS system. There is an Incident Commander (Dr. Jeffery and Senior Staff) with supporting personnel which include safety and information management. This correlates to SMC leads, (Mike Tuitasi, Chris Bonvenuto, Daniel</p>	

		<p>Phillips, Kasi Gountomous and Johnnie Adams) the Safety Committee and Marketing/PIO committees. ICS has four subgroups – Operations, Planning, Logistics and Finance.</p> <p>COVID 19 update: Currently the community level is categorized as medium, however the transmission rate is high at 165.7 per 100,000. Based on these numbers SMC will continue to mask indoors per the matrix. The EOT is keeping tabs of the new variant of concern XBB.1.1 which is considered more infectious and transmissible and is moving through the United States from the East coast and now starting to pick up steam in Los Angeles County. The numbers will continue to be monitored while also keeping in mind the current state of events with the ongoing rains in the area and future planning for emergency preparedness at the Malibu campus.</p> <p>CalOSHA Update: On December 15, 2022, Non-Emergency COVID-19 Prevention Regulations were adopted and will become effective in the month of January 2023 once approved by the Office of Administrative Law. The Emergency Temporary Standards (ETS) remain in effect until the new regulations become effective.</p> <p>Injury and Illness Prevention Program (IIPP) incorporates COVID-19 as an occupational health hazard. Employers are no longer required to maintain a standalone COVID-19 Prevention Plan. Instead, employers must now address COVID-19 as a workplace hazard under the requirements found in section 3203 of the IIPP and include COVID-19 procedures to prevent this health hazard in their written IIPP or in a separate document. The COVID-</p>	
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		19 Prevention regulations do not require employers to pay employees while they are excluded from work. Instead, the regulations require employers to provide employees with information regarding COVID-19 related benefits they may be entitled to under federal, state, or local laws; their employer’s leave policies; or leave guaranteed by contract.	
January 11, 2023	2023-2024 Annual Action Plans	Update: Strategic Enrollment Management Plan in connection to proposed 2023-2024 Annual Action Plan #3. Suggested revisions and additions to Annual Action Plan #3 will be considered in preparation of the final version to be presented for review and approval at the DPAC meeting on January 25, 2023	
January 11, 2023	2023-2024 Annual Action Plans	Finalize Annual Action Plans for 2023-2024 to forward to Senior Staff, Fiscal, and Budget Committee. 2023-2024 Annual Action Plans #1 and #2 are both continuations of 2022-2023 Annual Action Plans and have been through the budgeting process.	Motion was made by Chris Bonvenuto and seconded by Peter Morse for DPAC to approve 2023-2024 Annual Action Plans #1 and #2 to be forward them to fiscal for analysis. <i>Unanimously approved.</i>
January 25, 2023	COVID-19/Winter Transition	It was reported that COVID-19 positivity cases and transmission rates are trending downward and Los Angeles County is no longer in the CDC’s “High” community transmission level. The Emergency Operations Team is considering transitioning to mask optional except for three circumstances – when in a health care environment, college transportation and meeting one-on-one in individual offices, starting on Monday, January 30th. Messaging will go out this week to alert students and staff of the change in the masking matrix.	

January 25, 2023	2023-2024 Annual Action Plans	<p>Update on Strategic Enrollment Management Plan in connection to proposed 2023-2024 Annual Action Plan #3, Enrollment and Retention. An annual action plan related to enrollment and retention would identify and implement key components of the Strategic Enrollment Management (SEM) Plan. However, the SEM Plan has not yet been finalized. The Enrollment Management Team is still discussing and gathering information to develop the SEM Plan to improve the student experience, eliminate barriers to enrollment, create strategies to re-engage students and attract new students, and focus on curriculum and program development initiatives to identify, promote and support instructional best practices.</p> <p>It was suggested that the Annual Action Plan include more specificity and some elements of the SEM Plan. Accordingly, it was requested that the SEM Plan be presented to DPAC at its meeting on February 22<sup>nd</sup> so that the annual action plan can be developed to include key elements. The delay in developing the annual action plan will not affect the budgeting process, and funding allocations determined by the Budget Committee can be included in the tentative budget in May. Additional funding for enrollment and retention is in the Governor’s proposed budget for next year. It is calculated that SMC will receive \$2 million to use for ongoing and new efforts in this area.</p>	
January 25, 2023	Budget: Governor’s Proposed Budget for 2023-2024	<p>The Governor’s proposed budget for 2023-2024 was released on January 10, 2023. This is the beginning of the budget process for 2023-2024. The Governor will go into negotiations with the legislature between now and the beginning of the fiscal year, and there will be some economic projections will change. The next update will come as the May Revise. The</p>	

		<p>proposed budget has a projected \$22.5 billion shortfall for 2023-2024, attributable to declines in PIT (Personal Income Tax).</p> <p>Link to report: <a href="#">Governor's Proposed Budget for 2023-2024</a></p>	
February 8, 2023	COVID-19/Spring 2023	<p>The Emergency Operations Team (EOT) continues to focus on campus safety as a top priority. It looks at current COVID data trends and agency information to help guide its decisions and to stay current on any new safety guidelines from Federal state and local governments.</p> <p>The campus has implemented its masking decision matrix, which details when indoor and masking is required based on CDC community transmission data. Based on current numbers and following the decision matrix, SMC lifted the indoor mask mandate for all campuses, except for a few high-risk locations, such as when visiting the Health Center, while on college transportation, and during one on one meetings in individual offices.</p> <p>Moving into the spring semester 2023, indoor masking will not be required on SMC campuses, except in those three high-risk areas mentioned above. The EOT will continue to monitor the data and notify the campus community if changes occur. The SMC online daily symptom checklist will no longer be required, and staff will be expected to conduct their own daily symptom self-assessment. The EOT is working closely with event organizers to help provide support and create safe environments for events.</p> <p>For the Spring semester parking will be free, however everyone will need to register their vehicle, so the information is on file in the case of an emergency.</p>	



		<p>Staff can register vehicle sin the IPARQ automated system by going to:  <a href="https://smc.thepermitstore.com">Santa Monica College (thepermitstore.com)</a> –  <a href="https://smc.thepermitstore.com">Https://smc.thepermitstore.com</a></p> <p>It is anticipated that there will be plenty of room in the parking structures. Traffic has been light to moderate during the last several semesters. Two electronic traffic signs will be utilized to welcome the Spring students and provide a link to the SMC’s website home page. Messaging will be installed on doors with COVID safety reminders and a QR code with the current masking guidelines.</p> <p>Course offerings for Spring 2023 consist of 50 percent on-ground classes and 50 percent of a variety of online modalities. About 14,000 unduplicated headcount students will be attending on-ground classes. Students are responding to positive signals about returning to campus. Student services will be provided on-ground 5 days a week and evening services as well as extended hours in the Cafeteria, the Student Services Center, the Cayton Student Lounge and the Library.</p>	
February 8, 2023	Technology Master Plan Update	<p>A multi-year Technology Master Plan (TMP) developed in 2020 is driven by 11 guiding principles which inform the vision statements, and each vision statement has a number of initiatives associated with it. These initiatives are linked to the projects included in the <a href="#">Technology Master Plan Project Update</a>. Each year an update is presented to DPAC to provide the progress made on several initiatives identified in the Technology Master Plan.</p> <p>Link to: <a href="#">Technology Master Plan Update Presentation</a></p>	

March 8, 2023	Spring 2023 Activities	<p>Update: Spring 2023 Events  Many college events and activities are planned for the spring to encourage campus life on-ground for students, including the following:</p> <ul style="list-style-type: none"> <li>• Spring Job Fair-Business AOI, March 21<sup>st</sup></li> <li>• Earth Week: April 17<sup>th</sup> -20<sup>th</sup></li> <li>• College Fair: April 25<sup>th</sup></li> <li>• Student Life- Club Row: April 27<sup>th</sup> - Main Quad</li> <li>• Student Affairs Recognition Celebration: June 1<sup>st</sup></li> <li>• 93<sup>rd</sup> Commencement Ceremony: June 13<sup>th</sup></li> <li>• 18<sup>th</sup> Annual VIP Welcome Day(s): August 17<sup>th</sup> (online) and 18<sup>th</sup> (on-campus)</li> </ul> <p>Link to: <a href="#">List of Events</a></p>	
March 8, 2023	Accreditation Update	<p>Superintendent/President Jeffery and Dione Carter met with the visiting team's chair Dr. Keith Flamer and vice-chair Dr. David Wain Coon who had positive comments about the ISER. The SMC team is preparing for the core inquiries that will be received in April. A request has already been received about how the faculty uses Canvas for online courses. Discussions continue about the about the QFE (Quality Focus Essay), Program Review, and updating the mission statement.</p> <p>Link to: <a href="#">SMC Team ISER Review Roster</a></p>	
March 8, 2023	Institutional Effectiveness Annual Report	<p>Hannah Lawler and Vicenta Arrizon, representing the Academic Senate Joint Institutional Effectiveness Committee, presented a draft of its annual report with the following recommendations to inform the action plans based on a review of performance on Institutional Effectiveness Metrics, Vision for Success Metrics and Equity Metrics.</p> <ul style="list-style-type: none"> <li>• Recommendation #1: Create System to Improve Noncredit Certificate Completion</li> <li>• Recommendation #2: Intervention for Students</li> </ul>	

		<p>Predicted Not to Complete Degree/Certificate</p> <ul style="list-style-type: none"> <li>• Recommendation #3: Conduct Inquiry Related to High Units Accumulated Among Degree Completers</li> <li>• Recommendation #4: Equity-Centered and Culturally Response Professional Development for Faculty on Career Pathways/Careers</li> <li>• Recommendation #5: Maximize the Opportunities for Transfer Success for Black and Latinx Students, Including Examining the Role and Impact of Associate Degrees for Transfer (AD)</li> </ul> <p>Link to: <a href="#">2022-2023 IEC Report (revised)</a>  Link to the data (organized by metric): <a href="http://www.smc.edu/iedashboards">www.smc.edu/iedashboards</a></p>	
March 22, 2023	2022-2023 Annual Action Plan #1	<p>Update on 2022-2023 Annual Action Plan #1: Develop a Master Plan for Education, 2023-2028. The procurement timeline for selecting a consultant to assist the college with this effort occurred well into the Fall 2022 semester which resulted in only a nine-month timeframe for developing the MPE. It is suggested that the timeline be changed so the process will occur during the 2023-2024 academic year which allow for broader participation by college constituents in developing the MPE for 2024-2029. The consulting firm of Kenney &amp; Company identified through procurement is supported by the Superintendent/President and will be presented to the Board for approval in May. See Kennedy &amp; Company proposal <a href="#">here</a>. Upon approval of the contract, the college will begin outreach and organization of the process.</p>	

March 22, 2023	2023-2024 Annual Action Plans	Discussion: Possible 2023-2024 Annual Plan #3 related to Enrollment and Retention. There was consensus that a 2023-2024 Annual Action Plan related to Enrollment and Retention is not needed. The Strategic Enrollment Management Plan will be presented to DPAC at its meeting on April 26, 2023.	
March 22, 2023	Accreditation Update	This past Monday, members of the Accreditation Visiting team met with the Superintendent/President and the SMC Accreditation leadership to hear about the college's transparent, intentional and reflective process utilized in developing the ISER. Two open forums were scheduled at the request of the Accreditation Visiting Team's Chair, Dr. Keith Flamer. One was held on March 21 <sup>st</sup> and the other is scheduled for March 28 <sup>th</sup> . The forums, led by Dr. Flammer and Dr. David Wain Coon, Vice-Chair of the Visiting Team, are open to the college community, excluding the Superintendent/President, the Board of Trustees, and members of Senior Staff. These forums provide an opportunity for participants to share what they like about the college and areas they think need improvement. The ground site visit is scheduled for the week of September 25, 2023. Link to: <a href="#">Accreditation Website</a>	
April 26, 2023	Strategic Enrollment Management (SEM) Plan (Draft)	<p>The SEM Plan is a broad a roadmap, not a list of initiatives. The overarching goals and strategies contained in the SEM Plan seek to address the following priorities:</p> <ul style="list-style-type: none"> <li>• Increase enrollment by improving access, considering diverse needs of various markets, and removing barriers for students</li> <li>• Close equity gaps by designing programs/services that center disproportionately impacted student populations (ie. Black/African American and Latine/x students)</li> </ul>	

		<ul style="list-style-type: none"> <li>• Improve student outcomes by increasing degree and goal attainment</li> <li>• Increase fiscal stability by considering revenue generation needs (ie. Non-resident students and SCFF metrics)</li> <li>• Alignment with other planning processes and overarching priorities</li> </ul> <p>The following will be re-evaluated and reassessed annually to determine which strategies will be a priority in the next year.</p> <ul style="list-style-type: none"> <li>• Identify Annual Actions</li> <li>• Implement Strategies</li> <li>• Assess Progress</li> <li>• Produce Annual Summary</li> <li>• Re-evaluate &amp; respond to changes in landscape</li> <li>• Identify internal &amp; external challenges</li> <li>• Reset Goals &amp; Strategies, as needed</li> </ul> <p>Link to: <a href="#">Presentation at DPAC Meeting</a> Link to: Draft SEM Plan</p>	
May 10, 2023	2022-2023 Annual Action Plan #2 Update	<p>2022-2023 Annual Action Plan #2 Relaunch “The Center” to be a learning and professional development center for all employee groups.</p> <p>The EpiCenter strives to build community and capacity among all employee groups to make SMC a place where everyone belongs and realizes their potential. The vision for the EpiCenter is grounded in a shared leadership model. The IEPI Steering Committee believes that each employee group knows its professional development needs, and leaders from each group should be more accessible and responsible to the requests of their constituent group.</p>	

		<p>The report highlighted the following:</p> <ul style="list-style-type: none"> <li>• Vision and Mission</li> <li>• Working Assumptions</li> <li>• Leadership</li> <li>• EpiCenter Administration Staff and Personnel</li> <li>• Progress-to-Date and Coming Soon</li> <li>• IEPO Steering Committee</li> </ul> <p>Link to: <a href="#">Presentation at DPAC</a></p> <p>Link to: <a href="#">Professional Development Strategic Plan 2022-2027</a></p>	
May 10, 2023	2023-2024 Annual Action Plans	Review 2023-2024 Annual Actions Plans with Budget Committee input.	<p>Motion was made by Chris Bonvenuto and seconded by Elaine Roque that DPAC approve submission of Annual Action Plans #1 and #2 to the Superintendent/ President for inclusion in the District’s planning for 2023-2024 and in the 2023-2024 District’s budget. The motion was unanimously approved.</p> <p>Links to:</p> <p><a href="#">2023-2024 Annual Action Plan #1</a> with Budget Committee Input</p> <p><a href="#">2023-2024 Annual Action Plan #2</a> with Budget Committee Input</p> <p><a href="#">2023-2024 Annual Actions Plans #1 and #2 approved by the Superintendent/President</a></p>

May 24, 2023	Mission, Vision and Goals	<p>Opening Discussion: <a href="#">Mission Statement, Vision and Goals</a></p> <p>The Mission Statement was reviewed and revised following the last accreditation cycle in 2017. It was revised again in July 2021 to incorporate equity specific language provided by the League. In recent discussions within the current accreditation process, the Standard 1 Committee recommends that the Mission Statement be revised and updated.</p> <p>Superintendent/President Kathryn Jeffery reported that she will form a Task Force to review and update the Mission Statement. To ensure that this process engages all college constituencies, the Mission Statement Task Force will include two representatives of each college constituency with representation across college divisions and all campuses. The Task Force will review the current Mission Statement and draft language to circulate to their constituencies for their review/support. The goal is to complete the process by the time of the accreditation visit at the end of September 2023.</p>	
June 14, 2023	Election of DPAC Vice-Chair for 2023-2024		<p>Motion was made by Peter Morse and seconded by Chris Bonvenuto to elect Academic Senate President Jamar London as the DPAC Vice-Chair for 2023-2024. <i>Unanimously approved.</i></p>

June 14, 2023	AR 3435 - Discrimination and Harassment Complaints and Investigations (Updated)	The revisions are based on the League's template to comply with the CCC Chancellor's Office regulations.	Motion was made by Cindy Ordaz and seconded by Peter Morse to approve revised AR 3435 and forward it to senior staff for review and approval. <i>Unanimously approved.</i>
June 14, 2023	Budget: Tentative Budget for 2023-2024	<p>The Tentative Budget is preliminary and allows for the college to continue operations between July 1, 2023 and the Adopted Budget in September. Not all May revise proposals are included in the Tentative Budget because a lack of information. It includes a COLA assumption of 8.22 percent.</p> <p><a href="#">Tentative Budget for 2023-2024</a> <a href="#">Budget Presentation at DPAC</a></p> <p>Summary:</p> <ul style="list-style-type: none"> <li>• 2023-2024 Tentative Budget Revenue Projection: \$217,372,811 Increase in revenue of \$13,578,140 or 6.66%.</li> <li>• 2023-2024 Tentative Budget Expenditure Projection: \$234,069,078 Increase in expenditures of \$14,996,361 or 6.85%</li> <li>• Projected Decrease in Fund Balance Between July 1, 2022 and June 30, 2024 is projected to be &lt;\$31,974,313&gt;</li> <li>• The District will need to reduce the 2023-2024 budget deficit by \$10,000,000 and maintain those reductions to pass a budget in 2024-2025</li> </ul> <p>The Budget Subcommittee will continue to explore ways to reduce the budget deficit. An update will be provided to the Board of Trustees at its July meeting.</p>	
June 28, 2023 Cancelled			





Date	Topic	Presented to/Considered/Discussed by DPAC	Consensus/Action A – Approval C – Consensus/Agreement Superintendent’s Responses to DPAC Recommendations Recommendation to Superintendent/President
Sorted Alphabetically			
July 27, 2022	2021-2022 Annual Action Plans	Report on 2021-2022 Annual Action Plans	DPAC reviewed the Year-end Report on the 2021-2022 Annual Action Plans. Motion was made by Elaine Roque and seconded by Dione Carter to accept the reports as submitted. <i>Unanimously approved.</i>
March 22, 2023	2022-2023 Annual Action Plan #1	Update on 2022-2023 Annual Action Plan #1: Develop a Master Plan for Education, 2023-2028. The procurement timeline for selecting a consultant to assist the college with this effort occurred well into the Fall 2022 semester which resulted in only a nine-month timeframe for developing the MPE. It is suggested that the timeline be changed so the process will occur during the 2023-2024 academic year which allow for broader participation by college constituents in developing the MPE for 2024-2029. The consulting firm of Kenney & Company identified through procurement is supported by the Superintendent/President and will be presented to the Board for approval in May. See Kennedy & Company proposal <a href="#">here</a> . Upon approval of the contract, the college will begin outreach and organization of the process.	

<p>May 10, 2023</p>	<p>2022-2023 Annual Action Plan #2 Update</p>	<p>2022-2023 Annual Action Plan #2 Relaunch “The Center” to be a learning and professional development center for all employee groups.</p> <p>The EpiCenter strives to build community and capacity among all employee groups to make SMC a place where everyone belongs and realizes their potential. The vision for the EpiCenter is grounded in a shared leadership model. The IEPI Steering Committee believes that each employee group knows its professional development needs, and leaders from each group should be more accessible and responsible to the requests of their constituent group.</p> <p>The report highlighted the following:</p> <ul style="list-style-type: none"> <li>• Vision and Mission</li> <li>• Working Assumptions</li> <li>• Leadership</li> <li>• EpiCenter Administration Staff and Personnel</li> <li>• Progress-to-Date and Coming Soon</li> <li>• IEPO Steering Committee</li> </ul> <p>Link to: <a href="#">Presentation at DPAC</a></p> <p>Link to: <a href="#">Professional Development Strategic Plan 2022-2027</a></p>	
<p>August 24, 2022</p>	<p>2023-2024 Annual Action Plans</p>	<p>It was suggested that the 2022-2023 Annual Actions Plans (#1 – Development and a Master Plan for Education and #2 – Relaunch the Center) continue for 2023-2024. It was also suggested that an Annual Action Plan focused on enrollment and retention be developed for 2022-2023. It was recommended that these proposed Annual Action Plans be presented to the constituency groups for their input. A draft of the Quality Focus Essay (QFE) will be presented at the next DPAC meeting to be considered in the development of the 2022-2023 Annual Action Plans.</p>	

September 14, 2022	2023-2024 Annual Action Plans	<p>Feedback from constituency groups on potential Annual Action Plans: The Academic Senate, Faculty Association, CSEA, Administration and Management Association indicated that they support three Annual Action Plans for 2023-2024. The Associated Students have not discussed them yet.</p> <ul style="list-style-type: none"> <li>• Continuation of Master Plan for Education</li> <li>• Relaunching the Center</li> <li>• Enrollment and Retention</li> </ul>	
October 26, 2022	2023-2024 Annual Action Plans	<p>Continue development of Action Plans for 2023-2024. DPAC reviewed the following 2022-2023 annual goals and discussed how they link to the proposed 2023-2024 Annual Action Plans.</p> <ul style="list-style-type: none"> <li>• Board of Trustees Annual Goals 2022-2023 and Ongoing Priorities</li> <li>• Academic Senate Annual Objectives, 2022-2023</li> </ul>	
November 9, 2022	2023-2024 Annual Action Plans	<p>A potential Annual Action Plan for Enrollment and Retention was discussed. Teresita Rodriguez, Vice-President of Enrollment Development, reported that the enrollment development team continues to do its work in all areas related to enrollment and retention. Policies are being reviewed and revised to eliminate any barriers and simplify the enrollment process for students. To develop an annual action plan, they are looking at a plan that would have high impact but does not currently have momentum behind it. Suggestions included:</p> <ul style="list-style-type: none"> <li>• Focus on stealth students (students engaging with the college looking for information via the website). Assess the college website and make it easier to navigate.</li> <li>• Focus on students who have experienced learning loss making it extremely difficult for them to succeed.</li> </ul>	

		<ul style="list-style-type: none"> <li>• Embed counselors and/or tutors, or high-impact practices in at-risk math and English classes.</li> <li>• Focus on efforts besides learning, like mental health issues, which can contribute to anxiety and a lack of motivation.</li> <li>• Revisit the summer bridge program</li> <li>• Develop a high-impact program that is visible, accessible and integrated into students' expectation.</li> </ul> <p>Assignment of lead person(s) to prepare 2023-2024 Annual Action Plan form.</p> <p>#1: Master Plan for Education - Jason Beardsley  #2: Relaunch <i>The Center</i>- Maria Muñoz and Human Resources Professional Development Coordinator  #3: Related to Enrollment and Retention - Teresita Rodriguez, Mike Tuitasi and Jason Beardsley will discuss</p>	
December 14, 2022	2023-2024 Annual Action Plans	<p>Review Drafts of Annual Action Plans for 2023-2024</p> <ul style="list-style-type: none"> <li>• Master Plan for Education</li> <li>• Relaunching The Center</li> <li>• Enrollment and Retention</li> </ul> <p>Suggested revisions and additions will be considered for inclusion in the final versions to be presented for review and approval at the DPAC meeting on January 11, 2023.</p>	
January 11, 2023	2023-2024 Annual Action Plans	<p>Update: Strategic Enrollment Management Plan in connection to proposed 2023-2024 Annual Action Plan #3. Suggested revisions and additions to Annual Action Plan #3 will be considered in preparation of the final version to be presented for review and approval at the DPAC meeting on January 25, 2023</p>	

January 11, 2023	2023-2024 Annual Action Plans	Finalize Annual Action Plans for 2023-2024 to forward to Senior Staff, Fiscal, and Budget Committee. 2023-2024 Annual Action Plans #1 and #2 are both continuations of 2022-2023 Annual Action Plans and have been through the budgeting process.	Motion was made by Chris Bonvenuto and seconded by Peter Morse for DPAC to approve 2023-2024 Annual Action Plans #1 and #2 to be forward them to fiscal for analysis. <i>Unanimously approved.</i>
January 25, 2023	2023-2024 Annual Action Plans	<p>Update on Strategic Enrollment Management Plan in connection to proposed 2023-2024 Annual Action Plan #3, Enrollment and Retention. An annual action plan related to enrollment and retention would identify and implement key components of the Strategic Enrollment Management (SEM) Plan. However, the SEM Plan has not yet been finalized. The Enrollment Management Team is still discussing and gathering information to develop the SEM Plan to improve the student experience, eliminate barriers to enrollment, create strategies to re-engage students and attract new students, and focus on curriculum and program development initiatives to identify, promote and support instructional best practices.</p> <p>It was suggested that the Annual Action Plan include more specificity and some elements of the SEM Plan. Accordingly, it was requested that the SEM Plan be presented to DPAC at its meeting on February 22<sup>nd</sup> so that the annual action plan can be developed to include key elements. The delay in developing the annual action plan will not affect the budgeting process, and funding allocations determined by the Budget Committee can be included in the tentative budget in May. Additional funding for enrollment and retention is in the Governor’s proposed budget for next year. It is calculated that SMC will receive \$2 million to use for ongoing and new efforts in this area.</p>	

March 22, 2023	2023-2024 Annual Action Plans	Discussion: Possible 2023-2024 Annual Plan #3 related to Enrollment and Retention. There was consensus that a 2023-2024 Annual Action Plan related to Enrollment and Retention is not needed. The Strategic Enrollment Management Plan will be presented to DPAC at its meeting on April 26, 2023.	
May 10, 2023	2023-2024 Annual Action Plans	Review 2023-2024 Annual Actions Plans with Budget Committee input.	Motion was made by Chris Bonvenuto and seconded by Elaine Roque that DPAC approve submission of Annual Action Plans #1 and #2 to the Superintendent/ President for inclusion in the District's planning for 2023-2024 and in the 2023-2024 District's budget. The motion was unanimously approved. Links to: <a href="#">2023-2024 Annual Action Plan #1</a> with Budget Committee Input <a href="#">2023-2024 Annual Action Plan #2</a> with Budget Committee Input <a href="#">2023-2024 Annual Actions Plans #1 and #2 approved by the Superintendent/President</a>
July 27, 2022	Accreditation Update	The editors have prepared the first draft of the ISER, submitted it to Vice-President Bradley Lane for review and feedback and will continue to make improvements to submit to Dr. Jeffery for review. The introduction and Quality Essay are being written.	

August 24, 2022	Accreditation Update	A draft of the Institutional Self-Evaluation Report (ISER) has been submitted to Dr. Jeffery for review. It will be shared with the Board of Trustees in mid-September for its review and input and then submitted for approval at its meeting on October 4, 2022. The ISER will be submitted to the ACCJC in mid-December in preparation for the team's visit in spring 2023.	
September 14, 2022	Accreditation Update	Dr. Jeffery has reviewed the Institutional Self-Evaluation Report (ISER) and has submitted her comments and suggested edits. The QFE (Quality Focus Essay) will focus on revamping the program review process, college planning and a Master Plan for Education. The ACCJC liaison recommends allowing flexibility in the QFE and to be student centered. The ISER will be presented to the Board of Trustees in November for information and feedback, and in December for approval.	
September 28, 2022	Accreditation Update	<p><a href="#">Information Item: Quality Focus Essay</a></p> <p>The College's self-study process revealed two areas of effectiveness needing critical attention over the next few years: (1) adjustments to the College's planning structure that lead to the development of the next Master Plan for Education, one that will ultimately inform plans that focus on more specific aspects of the college such as budget, staffing, technology, facilities, and (2) overhaul of the program review process. The two quality focus essay projects were identified by the Accreditation Steering Committee as mechanisms for ensuring continuous improvement to support student learning, experiences, and success by strengthening the district planning processes. Together, the two proposed projects will ensure that the current assessment and planning processes continue to provide meaningful opportunities for the College to engage in critical self-reflection, planning, and improvement both at the macro-level (institutional) and on the ground (programmatic).</p>	

October 26, 2022	Accreditation Update	The final draft of the Institutional Self-Evaluation Report (ISER) will be presented to the Board of Trustees at its meeting on November 1, 2022. There will be a virtual accreditation team visit on March 23, 2023, and the team in-person visit will be the week of September 25, 2023.	
November 9, 2022	Accreditation Update	The final draft of the Institutional Self-Evaluation Report (ISER) and the Quality Focus Essay (QFE) were approved by the Board of Trustees at its meeting on November 1, 2022. The ISER and QFE will be circulated to college groups to prepare for the accreditation visit. There will be a virtual accreditation team visit on March 23, 2023, and the team in-person visit will be the week of September 25, 2023.	
March 8, 2023	Accreditation Update	Superintendent/President Jeffery and Dione Carter met with the visiting team's chair Dr. Keith Flamer and vice-chair Dr. David Wain Coon who had positive comments about the ISER. The SMC team is preparing for the core inquiries that will be received in April. A request has already been received about how the faculty uses Canvas for online courses. Discussions continue about the about the QFE (Quality Focus Essay), Program Review, and updating the mission statement. Link to: <a href="#">SMC Team ISER Review Roster</a>	
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		These forums provide an opportunity for participants to share what they like about the college and areas they think need improvement. The ground site visit is scheduled for the week of September 25, 2023. Link to: <a href="#">Accreditation Website</a>	
June 14, 2023	AR 3435 - Discrimination and Harassment Complaints and Investigations (Updated)	The revisions are based on the League's template to comply with the CCC Chancellor's Office regulations.	Motion was made by Cindy Ordaz and seconded by Peter Morse to approve revised AR 3435 and forward it to senior staff for review and approval. <i>Unanimously approved.</i>
December 14, 2022	AR 3435 - Discrimination, Harassment Complaints, and Investigations	Discrimination, Harassment Complaints, and Investigations. The DPAC Human Resources Subcommittee reviewed and unanimously approved updated AR 3435 at its meeting in November and forwarded it to DPAC for review and approval.	Motion was made by Jason Beardsley and seconded by Jamar London to approve AR 3435 as submitted. Ayes: 6 (Academic Senate, Faculty Association, Administration, Management Association, CSEA) Noes: 2 (Associated Students)
January 25, 2023	Budget: Governor's Proposed Budget for 2023-2024	The Governor's proposed budget for 2023-2024 was released on January 10, 2023. This is the beginning of the budget process for 2023-2024. The Governor will go into negotiations with the legislature between now and the beginning of the fiscal year, and there will be some economic projections will change. The next update will come as the May Revise. The proposed budget has a projected \$22.5 billion shortfall for 2023-2024, attributable to declines in PIT (Personal Income Tax). Link to report: <a href="#">Governor's Proposed Budget for 2023-2024</a>	
September 28, 2022	Budget: Adopted Budget 2022-2023	Adopted Budget 2022-2023 View: <a href="#">Budget Report</a>	

June 14, 2023	Budget: Tentative Budget for 2023-2024	<p>The Tentative Budget is preliminary and allows for the college to continue operations between July 1, 2023 and the Adopted Budget in September. Not all May revise proposals are included in the Tentative Budget because a lack of information. It includes a COLA assumption of 8.22 percent.</p> <p><a href="#">Tentative Budget for 2023-2024</a>  <a href="#">Budget Presentation at DPAC</a></p> <p>Summary:</p> <ul style="list-style-type: none"> <li>• 2023-2024 Tentative Budget Revenue Projection: \$217,372,811 Increase in revenue of \$13,578,140 or 6.66%.</li> <li>• 2023-2024 Tentative Budget Expenditure Projection: \$234,069,078 Increase in expenditures of \$14,996,361 or 6.85%</li> <li>• Projected Decrease in Fund Balance Between July 1, 2022 and June 30, 2024 is projected to be &lt;\$31,974,313&gt;</li> <li>• The District will need to reduce the 2023-2024 budget deficit by \$10,000,000 and maintain those reductions to pass a budget in 2024-2025</li> </ul> <p>The Budget Subcommittee will continue to explore ways to reduce the budget deficit. An update will be provided to the Board of Trustees at its July meeting.</p>	
December 14, 2022	Cloud Bachelor's degree	<p>An update on the development of the second bachelor's degree proposal for SMC was provided at the meeting.  Link to: <a href="#">Cloud Computing Baccalaureate Program</a></p>	
July 27, 2022	COVID-19 Update/Return to Campus	<p>The District has suspended the enforcement of the booster requirement effective July 26, 2022. It could be announced on Thursday that Los Angeles County will move to indoor masking; but it might wait because the number and cases and hospitalizations has leveled out. The Santa Monica-Malibu Unified School District is moving some classes to the SMC Pico Classroom Complex and is receiving training on SMC safety protocols. The College is getting ready for fall with</p>	

		adequate inventory of personal protective equipment (PPE), classroom signage regarding the indoor masking policy, cleaning up the cafeteria and preparing for vendors. Safety plans are in place for guest speakers, office meetings, campus events, performances and the cafeteria.	
December 14, 2022	COVID-19/Masking Matrix	The masking matrix was developed after a request from the various constituency groups to have a matrix in place that would guide and inform our community when masks are required and when they are not. The CDC and LA County Public Health currently use community transmission rates as well as measuring vaccination percentages, hospitalization, bed capacity etc. to come up with a three-tiered Community Level model. The SMC Emergency Operations Team looked at this method as well as earlier public health measuring methods and decided to base its decisions on community transmission which provides for continuity of instruction without major disruptions to the classroom learning environment. The matrix was shared with the various constituency groups for feedback. A glossary and FAQs were added to help understand the guiding principles of the matrix. LA County has indicated that it may go back to a mandatory indoor masking by the end of the month, and it is projected that due to the surge, community transmission levels will be high and the Winter Semester will start with indoor masking. The college is moving forward with various events on campus including resource fairs and community events.	
August 24, 2022	COVID-19/Return to Campus	COVID-19 numbers continue to decline. The college is now looking into the emerging Monkeypox threat.	

September 14, 2022	COVID-19/Return to Campus	<p>The number of COVID-19 cases in Los Angeles County continues to decrease. At SMC there were a total of 28 cases reported between August 22<sup>nd</sup> and September 12<sup>th</sup>. Some new safety measure shave been implemented for fall, including individual meeting and conference room protocols. The cafeteria is open with masks required unless actively eating. Safety clerks have been placed in strategic areas on the main campus and all satellite campus to remind people they that need to wear a mask and to provide hand-outs and customer service information. COVID vaccinations are being offered every Thursday until the end of December, 10 a.m. to 6 p.m. in the courtyard by the CORE Performance Center. The EOT Procurement Group meets every week to evaluate levels of PPE and sanitizers to make sure there is sufficient inventory. Safety walkthroughs are continuing with departments that are newly on ground. The EOT continues to meet with the on-ground events group on all safety-related issues.</p>	
October 26, 2022	COVID-19/Return to Campus	<p>The Emergency Operations Team (EOT) has developed a masking matrix which is now being circulated to the constituent group leadership for review and input. The EOT will address the concerns and questions received and revise the matrix accordingly. It was suggested that communication about the masking matrix be expanded to inform the college community and to solicit input.</p> <p>COVID-cases: There were 928 new cases reported for today;11 new deaths and 368 hospitalizations, representing a continuing decline in numbers. A map of the United States prepared by the CDC was shared showing the progression of cases since February 2022. The vaccine will continue to provide protection from new COVID variants. The EOT continues to follow guidance from the experts as college activities continue</p>	

		<p>to increase. Students Services clerks are stationed on the main and satellite campus to provide customer service and dispense masks. Masking is still required indoors through the fall semester.</p> <p>Guidelines for safety plans for special events and group meetings are available at the following links:  <a href="https://www.smc.edu/news/coronavirus/documents/group-meeting-protocol.pdf">https://www.smc.edu/news/coronavirus/documents/group-meeting-protocol.pdf</a>  <a href="https://www.smc.edu/news/coronavirus/documents/special-event-covid-safety-guidelines.pdf">https://www.smc.edu/news/coronavirus/documents/special-event-covid-safety-guidelines.pdf</a></p>	
November 9, 2022	COVID-19/Return to Campus	<p>There were 1,662 new COVID cases reported for today; 10 new deaths and 492 hospitalizations. The County Department of Public Health released their guidance for higher education recommending that masking may be based on individual preference when indoors as described by the Los Angeles County Health Order, but institutions may be stricter. There are many events planned around campus following safety protocols. Safety protocols are being updated for office meetings, general meetings and special events.</p> <p>The masking matrix has been circulated to the constituent groups for review and input. The Emergency Operations Team addressed the concerns and questions received and revised the matrix accordingly. A Frequently Asked Questions page is being developed.</p>	
February 8, 2023	COVID-19/Spring 2023	<p>The Emergency Operations Team (EOT) continues to focus on campus safety as a top priority. It looks at current COVID data trends and agency information to help guide its decisions and to stay current on any new safety guidelines from Federal state and local governments.</p>	

		<p>The campus has implemented its masking decision matrix, which details when indoor and masking is required based on CDC community transmission data. Based on current numbers and following the decision matrix, SMC lifted the indoor mask mandate for all campuses, except for a few high-risk locations, such as when visiting the Health Center, while on college transportation, and during one on one meetings in individual offices.</p> <p>Moving into the spring semester 2023, indoor masking will not be required on SMC campuses, except in those three high-risk areas mentioned above. The EOT will continue to monitor the data and notify the campus community if changes occur. The SMC online daily symptom checklist will no longer be required, and staff will be expected to conduct their own daily symptom self-assessment. The EOT is working closely with event organizers to help provide support and create safe environments for events.</p> <p>For the Spring semester parking will be free, however everyone will need to register their vehicle, so the information is on file in the case of an emergency. Staff can register vehicle sin the IPARQ automated system by going to:  <a href="https://smc.thepermitstore.com">Santa Monica College (thepermitstore.com)</a> –  <a href="https://smc.thepermitstore.com">Https://smc.thepermitstore.com</a></p> <p>It is anticipated that there will be plenty of room in the parking structures. Traffic has been light to moderate during the last several semesters. Two electronic traffic signs will be utilized to welcome the Spring students and provide a link to the SMC’s website home page. Messaging will be installed on doors with COVID safety reminders and a QR code with the current masking guidelines.</p>	
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<p>January 11, 2023</p>	<p>COVID-19/Winter Transition</p>	<p><u>Emergency Preparedness for a Safer Campus Community</u></p> <p>SMC has mobilized and formed various key committees that fit within the traditional Incident Command System (ICS) but are customized to the environment and nuances of Santa Monica College. The pandemic has helped to formalize committees that can be mobilized to combat a variety of emergencies to include man made as well as environmental.</p> <p>Key components of the committees center around the Emergency Operation Team. The team consisting of leads assists with the overall coordination of the various committees. In the traditional ICS system. There is an Incident Commander (Dr. Jeffery and Senior Staff) with supporting personnel which include safety and information management. This correlates to SMC leads, (Mike Tuitasi, Chris Bonvenuto, Daniel Phillips, Kasi Gountomous and Johnnie Adams) the Safety Committee and Marketing/PIO committees. ICS has four subgroups – Operations, Planning, Logistics and Finance.</p> <p>COVID 19 update: Currently the community level is categorized as medium, however the transmission rate is high at 165.7 per 100,000. Based on these numbers SMC will continue to mask indoors per the matrix. The</p>	

		<p>EOT is keeping tabs of the new variant of concern XBB.1.1 which is considered more infectious and transmissible and is moving through the United States from the East coast and now starting to pick up steam in Los Angeles County. The numbers will continue to be monitored while also keeping in mind the current state of events with the ongoing rains in the area and future planning for emergency preparedness at the Malibu campus.</p> <p>CalOSHA Update: On December 15, 2022, Non-Emergency COVID-19 Prevention Regulations were adopted and will become effective in the month of January 2023 once approved by the Office of Administrative Law. The Emergency Temporary Standards (ETS) remain in effect until the new regulations become effective.</p> <p>Injury and Illness Prevention Program (IIPP) incorporates COVID-19 as an occupational health hazard. Employers are no longer required to maintain a standalone COVID-19 Prevention Plan. Instead, employers must now address COVID-19 as a workplace hazard under the requirements found in section 3203 of the IIPP and include COVID-19 procedures to prevent this health hazard in their written IIPP or in a separate document. The COVID-19 Prevention regulations do not require employers to pay employees while they are excluded from work. Instead, the regulations require employers to provide employees with information regarding COVID-19 related benefits they may be entitled to under federal, state, or local laws; their employer's leave policies; or leave guaranteed by contract.</p>	
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January 25, 2023	COVID-19/Winter Transition	It was reported that COVID-19 positivity cases and transmission rates are trending downward and Los Angeles County is no longer in the CDC's "High" community transmission level. The Emergency Operations Team is considering transitioning to mask optional except for three circumstances – when in a health care environment, college transportation and meeting one-on-one in individual offices, starting on Monday, January 30th. Messaging will go out this week to alert students and staff of the change in the masking matrix.	
July 27, 2022	DPAC Annual Report 2021-2022		Motion was made by Chris Bonvenuto and seconded by Peter Morse to approve the DPAC Annual Report 2021-2022. <i>Unanimously approved.</i>
August 24, 2022	DPAC Scope and Function, 2022-2023	The DPAC Scope and Function, 2022-2023 was reviewed. It will be updated with DPAC Planning Subcommittee members for 2022-2023 and presented for approval at a future meeting.	
September 14, 2022	DPAC Semi-Annual Report		Motion was made by Cindy Ordaz and seconded by Dione Carter to approve the 2022-2023 DPAC Semi-Annual Report
June 14, 2023	Election of DPAC Vice-Chair for 2023-2024		Motion was made by Peter Morse and seconded by Chris Bonvenuto to elect Academic Senate President Jamar London as the DPAC Vice-Chair for 2023-2024. <i>Unanimously approved.</i>

March 8, 2023	Institutional Effectiveness Annual Report	<p>Hannah Lawler and Vicenta Arrizon, representing the Academic Senate Joint Institutional Effectiveness Committee, presented a draft of its annual report with the following recommendations to inform the action plans based on a review of performance on Institutional Effectiveness Metrics, Vision for Success Metrics and Equity Metrics.</p> <ul style="list-style-type: none"> <li>• Recommendation #1: Create System to Improve Noncredit Certificate Completion</li> <li>• Recommendation #2: Intervention for Students Predicted Not to Complete Degree/Certificate</li> <li>• Recommendation #3: Conduct Inquiry Related to High Units Accumulated Among Degree Completers</li> <li>• Recommendation #4: Equity-Centered and Culturally Response Professional Development for Faculty on Career Pathways/Careers</li> <li>• Recommendation #5: Maximize the Opportunities for Transfer Success for Black and Latinx Students, Including Examining the Role and Impact of Associate Degrees for Transfer (AD)</li> </ul> <p>Link to: <a href="#">2022-2023 IEC Report (revised)</a>  Link to the data (organized by metric): <a href="http://www.smc.edu/iedashboards">www.smc.edu/iedashboards</a></p>	
May 24, 2023	Mission, Vision and Goals	<p>Opening Discussion: <a href="#">Mission Statement, Vision and Goals</a></p> <p>The Mission Statement was reviewed and revised following the last accreditation cycle in 2017. It was revised again in July 2021 to incorporate equity specific language provided by the League. In recent discussions within the current accreditation process, the Standard 1 Committee recommends that the Mission Statement be revised and updated.</p> <p>Superintendent/President Kathryn Jeffery reported that she will form a Task Force to review and update</p>	

		the Mission Statement. To ensure that this process engages all college constituencies, the Mission Statement Task Force will include two representatives of each college constituency with representation across college divisions and all campuses. The Task Force will review the current Mission Statement and draft language to circulate to their constituencies for their review/support. The goal is to complete the process by the time of the accreditation visit at the end of September 2023.	
September 28, 2022	SLO/Program Review Task Force:	The discussion addressed the timing and recommended format of the Program Review report presentation to DPAC. Several years ago, the schedule for developing the Annual Action plans was revised so they can be incorporated into the annual budget cycle. DPAC considers and discusses input from other planning bodies and reports during the fall to develop the Annual Action Plans and finalizes them by December to be forwarded to Fiscal and the Budget Committee in January. The Program Review report to be forwarded to DPAC should be an executive summary of overarching/institution wide priorities, and not department level/operational issues. It was suggested that themes specific to departments could be forwarded to DPAC Planning Subcommittees for discussion, where appropriate. A top-level Executive Summary will be prepared and presented to DPAC in Fall 2023.	
March 8, 2023	Spring 2023 Activities	Update: Spring 2023 Events Many college events and activities are planned for the spring to encourage camps life on-ground for students, including the following: <ul style="list-style-type: none"> <li>• Spring Job Fair-Business AOI, March 21<sup>st</sup></li> <li>• Earth Week: April 17<sup>th</sup> -20<sup>th</sup></li> <li>• College Fair: April 25<sup>th</sup></li> </ul>	

		<ul style="list-style-type: none"> <li>• Student Life- Club Row: April 27<sup>th</sup> - Main Quad</li> <li>• Student Affairs Recognition Celebration: June 1<sup>st</sup></li> <li>• 93<sup>rd</sup> Commencement Ceremony: June 13<sup>th</sup></li> <li>• 18<sup>th</sup> Annual VIP Welcome Day(s): August 17<sup>th</sup> (online) and 18<sup>th</sup> (on-campus)</li> </ul> <p>Link to: <a href="#">List of Events</a></p>	
April 26, 2023	Strategic Enrollment Management (SEM) Plan (Draft)	<p>The SEM Plan is a broad a roadmap, not a list of initiatives. The overarching goals and strategies contained in the SEM Plan seek to address the following priorities:</p> <ul style="list-style-type: none"> <li>• Increase enrollment by improving access, considering diverse needs of various markets, and removing barriers for students</li> <li>• Close equity gaps by designing programs/services that center disproportionately impacted student populations (ie. Black/African American and Latine/x students)</li> <li>• Improve student outcomes by increasing degree and goal attainment</li> <li>• Increase fiscal stability by considering revenue generation needs (ie. Non-resident students and SCFF metrics)</li> <li>• Alignment with other planning processes and overarching priorities</li> </ul> <p>The following will be re-evaluated and reassessed annually to determine which strategies will be a priority in the next year.</p> <ul style="list-style-type: none"> <li>• Identify Annual Actions</li> <li>• Implement Strategies</li> <li>• Assess Progress</li> <li>• Produce Annual Summary</li> <li>• Re-evaluate &amp; respond to changes in landscape</li> <li>• Identify internal &amp; external challenges</li> <li>• Reset Goals &amp; Strategies, as needed</li> </ul> <p>Link to: <a href="#">Presentation at DPAC Meeting</a></p> <p>Link to: <a href="#">Draft SEM Plan</a></p>	

November 9, 2022	Student Equity Plan	<p>Dr. Muñoz Munoz, Interim Dean of Equity, Pathways and Inclusion presented the Student Equity Plan 2.0. The report has been presented to the Academic Senate and the Management Association, will be presented to CSEA and Senior Staff, and then to the Board of Trustees on December 13, 2022.</p> <p>In order to continue efforts to advance racial equity at California Community Colleges, the Chancellor’s Office has communicated some significant changes to guide the institution's 2022–2025 Student Equity Plan (SEP) 2.0 cycle. To start, institutions need to move from thinking about the Student Equity Plan as being a “transactional” or “compliance-driven” approach to a more transformational approach.</p> <p>Link to <a href="#">Student Equity Plan 2.0</a></p>	
February 8, 2023	Technology Master Plan Update	<p>A multi-year Technology Master Plan (TMP) developed in 2020 is driven by 11 guiding principles which inform the vision statements, and each vision statement has a number of initiatives associated with it. These initiatives are linked to the projects included in the <a href="#">Technology Master Plan Project Update</a>. Each year an update is presented to DPAC to provide the progress made on several initiatives identified in the Technology Master Plan.</p> <p>Link to: <a href="#">Technology Master Plan Update Presentation</a></p>	