MASTER PLAN FOR EDUCATION

July 2004 Revision

Achieving the Santa Monica College Vision:

Changing Lives Through
Excellence In Education

SANTA MONICA COLLEGE
MASTER PLAN FOR EDUCATION
2004

In 1997, the College adopted its first formal *Master Plan for Education*, and the plan has been reviewed and updated in each subsequent year. In accordance with the College's planning process, the document is extensively revised at least once every six years. This last occurred in 2002 with a revision of the College's Vision, Mission, and Goals statements and the identification of major planning issues to guide the development of institutional objectives for future years.

In order to formulate the 2004-2005 objectives, the vice presidents consulted with appropriate faculty and staff within their divisions and with the Superintendent/President prior to preparing a draft of the objectives to be reviewed by the Collegewide Coordinating Council. The College's March 2004 accreditation visit produced seven recommendations from the visiting accrediting team, and these recommendations have provided a focus for the 2004-2005 institutional objectives. All constituent groups represented on the Collegewide Coordinating Council were also asked to submit proposed objectives.

A June 2004 resolution of the Academic Senate suspending faculty participation in the Collegewide Coordinating Council resulted in an inability of the Council to achieve a quorum during the time that the customary review and approval process for this document would have occurred. However, the draft document was distributed to all constituencies, and all comments received were considered in finalizing the document.

VISION

Santa Monica College:
Changing Lives
Through Excellence In Education

MISSION

Santa Monica College strives to create a learning environment that both challenges our students and supports them in achieving their educational goals. We prepare our students to contribute to the global community as they develop an understanding of their personal relationship to the world's social, cultural, political, economic, technological, and natural environments.

To fulfill this mission, the College provides open and affordable access to excellent associate degree and occupational certificate programs. These programs prepare students for successful careers, develop college-level skills, enable transfer to universities, and foster a personal commitment to lifelong learning.

Santa Monica College serves, represents, and embraces the community's racial and cultural diversity. We promote the exchange of ideas in an open, caring community of learners and recognize the critical importance of each individual to the achievement of our vision.

GOALS

Student Success:

The College's learning environment will challenge, motivate, and support students. The College will use data on student outcomes to enhance educational programs and services.

Academic Excellence:

The College will uphold its tradition of academic excellence and innovation centered on a strong core of classified staff, faculty, and administrators. All are dedicated to the lifelong development of individual skills and competencies.

Community of Mutual Respect:

The College will be exemplary as a diverse community of mutual respect — a community characterized by respect for the individual, free exchange of ideas, broad collaboration, and participation in college governance.

Effective Use of Technology:

The College will promote access to technology to achieve its goals.

Community Partnerships:

The College will develop public/private partnerships to meet the educational needs of our community, ensure financial viability, and promote employment of our students and alumni.

Supportive Physical Environment:

The College will acquire, plan, develop, and maintain facilities and equipment to provide the best possible educational environment and promote the use of sustainable resources.

MASTER PLAN FOR EDUCATION
2004-2005 INSTITUTIONAL OBJECTIVES

ALL GOALS

OBJECTIVE 1. To devise an integrated multi-year planning cycle to include instructional and student services programs, human resources, facilities, technology, and equipment planning and use it for annual budget and resource development. (All Areas)

OBJECTIVE 2. To implement the College's enrollment recovery plan and concurrently develop specific contingency plans to address alternative enrollment and economic scenarios. (All Areas)

OBJECTIVE 3. To clarify, develop, document, and regularly evaluate the roles of individuals and constituent groups in college governance and decision-making structures and processes to ensure their effective participation and communicate the processes and outcomes to the college community as the basis for continued improvement. (All Areas)

OBJECTIVE 4. To initiate the establishment of a reserve for contingency sufficient to maintain stability and meet financial emergencies and unforeseen occurrences. (Business and Administration)

GOAL 1. Student Success

OBJECTIVE 5. To coordinate tutor training and tutoring labs more effectively. (Academic Affairs)

OBJECTIVE 6. To develop and implement a new administrative regulation concerning the part-time faculty hiring process to address concerns jointly raised by the District and the Academic Senate regarding the need for a uniform procedure for the hiring of part-time faculty that meets the needs of the various academic departments. (Human Resources) **Academic Excellence; Community of Mutual Respect

OBJECTIVE 7. To provide faculty members with comprehensive training with respect to participation in the peer evaluation process. (Human Resources) **Academic Excellence; Community of Mutual Respect

OBJECTIVE 8. To develop a profile of distance education students that explores the demographic and academic characteristics of distance education students and how these students compare academically and demographically with those students enrolled in traditional on-ground classes. (Planning and Development)

OBJECTIVE 9. To re-examine primary documents to improve sources of information on student services for the catalog, schedule of classes, and website. (Student Affairs) **Community of Mutual Respect

OBJECTIVE 10. To re-examine the way student services are provided with a key focus on improving the "Welcome Center" concept. (Student Affairs)

OBJECTIVE 11. To improve financial aid procedures by decreasing the gap between BOG waivers and Pell Grants, while expanding the overall delivery of services through technology. (Student Affairs)

GOAL 2. Academic Excellence

OBJECTIVE 12. To initiate an institution-wide dialogue about student learning outcomes and processes to facilitate learning at course, program, and degree levels and to define and begin implementation of student learning outcomes at the course level. (Academic Affairs) ** Student Success

OBJECTIVE 13. To develop and begin implementation of a biennial program review process for occupational programs. (Academic Affairs) **Student Success

OBJECTIVE 14. To identify new internship opportunities for students with the National Institutes of Health, NASA, and the National Science Foundation. (Planning and Development) **Community Partnerships

GOAL 3. Community of Mutual Respect

OBJECTIVE 15. To develop and implement concrete strategies and processes to improve communication and professional relationships in order to create a campus climate characterized by collegiality and mutual respect. (All Areas)

OBJECTIVE 16. To develop and implement district operational procedures and implementing agreements with the Los Angeles County Office of Education that result in a financial system that will produce clear, reliable, timely, and transparent reports in which all constituents can have full faith and confidence. (Business and Administration) **Effective Use of Technology

OBJECTIVE 17. To collaborate with the appropriate constituencies to develop a more extensive orientation process for newly hired classified employees. (Human Resources)

OBJECTIVE 18. To complete the evaluations of the proposed Computer and Network Use Policy by the collective bargaining units so that a mutually agreeable policy can be established. (Information Technology) **Effective Use of Technology

GOAL 4. Effective Use of Technology

OBJECTIVE 19. To include measurable outcomes for each objective in the *Master Plan for Technology* to facilitate evaluation of the plan's effectiveness. (Information Technology)

OBJECTIVE 20. To develop and begin implementation of a plan to redesign and reorganize the College's website. (Information Technology) **Student Success; Academic Excellence; Community of Mutual Respect

OBJECTIVE 21. To develop and implement strategies for ensuring that data stored on the PeopleSoft, Human Resources, and ISIS systems are consistent and accurately reflect activity and allocations. (Information Technology) **Community of Mutual Respect

GOAL 5. Community Partnerships

OBJECTIVE 22. To expand contract education/training opportunities with the health care, apparel, and transportation and logistics industries throughout Greater Los Angeles County. (Planning and Development) **Student Success

OBJECTIVE 23. To identify new emerging occupations with high job growth in Greater Los Angeles County and areas of training for these occupations. (Planning and Development) **Student Success

OBJECTIVE 24. To work with the California Governor's Office and the U.S. Department of Labor to expand the role of community colleges in workforce development. (Planning and Development) **Student Success

GOAL 6. Supportive Physical Environment

OBJECTIVE 25. To maximize the long-term educational benefit provided through new and remodeled facilities based upon the 3D-I assessment and funded by Measure U and other capital sources and to minimize as much as possible the short-term disruption of classes and services during construction. (Business and Administration) **Student Success; Community of Mutual Respect

OBJECTIVE 26. To develop communications with the college community so that the status of various facilities projects is accessible to anyone. (Business and Administration) **Community of Mutual Respect

MASTER PLAN FOR EDUCATION
UPDATE—INSTITUTIONAL OBJECTIVES 2003-2004

ALL GOALS

OBJECTIVE 1. *To complete the institutional self-study for reaffirmation of accreditation and prepare for a successful Spring 2004 accreditation team visit.* (All Areas)

College controversies related to the institution's response to 2002-2003 mid-year state budget reductions and the projected budget for 2003-2004 resulted in almost no progress being made on the institutional self-study during Spring 2003, which the original timeline had assumed would be the period of greatest activity. In Summer 2003, the Accreditation Steering Committee began meeting again. Resignations of faculty subcommittee co-chairs and reassignment of administrators to faculty roles resulted in changes to the original self-study organizational structure. The long period of inactivity forced a revised timeline that was extremely challenging in terms of meeting the deadline for submission of the self-study and virtually eliminated the traditional period for collegewide review. The steering committee met frequently during the summer intersession and fall semester to review the progress of each of the standard committees and, despite many heated discussions of controversial issues, was diligent in its oversight role of maintaining a focused effort to create an accurate and balanced depiction of the institution. The Office of Institutional Research collected and summarized existing data for the Statistical Support Report, as well as providing data requested by individual standard committees. The Accreditation Self-Study Co-Chairs drafted the Responses to the Recommendations of the 1998 Accrediting Team for review by the steering committee.

Throughout the process, Accreditation Steering Committee members reported frequently through the College's organizational and committee structure on the progress of the self-study. The Accreditation Self-Study Co-Chairs provided a progress update for the Board of Trustees at its July 2003 retreat and gave a presentation on the accreditation process for the college community at the Fall 2003 Opening Flex Day. The steering committee thoroughly reviewed many drafts of the standard committee reports. Since responding to the standards invoked a great deal of discussion about controversial issues, there was a relatively high level of attention to the development of the self-study by college constituent groups. In the absence of the traditional review period prior to submission of the self-study, the self-study co-chairs encouraged members of the college community to review the final document and submit comments to be compiled and included in the documentation made available to the visiting team. At the January 30, 2004 Board of Trustees Retreat, the Superintendent/President and the Accreditation Self-Study Co-Chairs reviewed the completed report with the Board of Trustees and discussed the planning issues revealed in the self-study process and how they will be integrated into the planning agenda of the College.

The planning efforts of the Accreditation Steering Committee and Academic Affairs and Library staff members effectively addressed all logistical issues and resulted in a smooth and well-organized March 23-25 team visit. At the exit interview, the team chair commended the College for a well-written and balanced institutional self-study and members of the college community

for their cooperation, hospitality, and assistance during the visit. The evaluation report from the visiting team commends the College for a very strong instructional program designed to meet diverse student needs; a valued and valuable program review process; the variety of programs and projects designed to increase student retention, persistence, and success; the commitment to transfer; support of student and club activities; development of unique and diverse facilities tailored to specific communities; the Superintendent/President's local, state, and national presence and her efforts to maintain the College's pre-eminent role in higher education; and the use of research and data in support of operational planning. The report also includes seven recommendations in the areas of defining and implementing student learning outcomes; devising a multi-year planning cycle that incorporates academic, student services, human resources, facilities, technology, and equipment planning; producing clear, reliable, timely, and transparent financial reports; re-establishing a contingency reserve; implementing the enrollment recovery plan and developing specific contingency plans to address alternative enrollment and economic scenarios; clarifying, developing, documenting, and regularly evaluating the roles of individuals and constituent groups in college governance and decision-making structures; and developing and implementing concrete strategies to improve communication and professional relationships. These recommendations and related institutional self-study plans will form the basis for institutional objectives for 2004-2005 and future academic years.

GOAL 1. Student Success

OBJECTIVE 2. *To coordinate tutor training and tutoring labs more effectively.* (Academic Affairs)

This objective will be addressed during the 2004-2005 academic year.

OBJECTIVE 3. *To enhance the orientation process for new faculty.* (Human Resources) **Academic Excellence; Community of Mutual Respect

No action was taken on this objective. It is recommended that the Office of Human Resources and the Academic Senate Joint Personnel Policies Committee address this issue.

OBJECTIVE 4. *To collaborate with the Academic Senate to review and, where appropriate, revise the existing hiring process for part-time faculty.* (Human Resources) **Academic Excellence; Community of Mutual Respect

The Academic Senate Joint Personnel Policies Committee reviewed the current administrative regulations for the hiring of part-time faculty and also examined the actual hiring practices in some academic departments. Beginning in Fall 2004, the Personnel Policies Committee will invite select department chairs to examine the current practices to develop an administrative regulation that reflects a fair and practical hiring process.

OBJECTIVE 5. *To work with the Academic Senate to develop improved faculty evaluation training.* (Human Resources) **Academic Excellence; Community of Mutual Respect

No action was taken on this objective. The District and the Faculty Association are entering negotiations for a successor collective bargaining agreement. It is anticipated that these negotia-

tions may lead to modifications in the current evaluation process. Thus, it is recommended that after a successor collective bargaining agreement is reached, a revised evaluation training program be developed.

OBJECTIVE 6. *To identify additional internship opportunities for students by partnering with federal and state agencies and public officials.* (Planning and Development) **Academic Excellence; Community Partnerships

Four students who served as summer interns at The Lawrence Berkeley National Laboratory in Berkeley had their research projects published in the Journal of Undergraduate Research. This is a publication of the Department of Energy. Santa Monica College was one of 24 colleges and universities to have four or more students have their research published.

OBJECTIVE 7. *To develop and implement a strategy to make efficient use of limited resources to provide counseling and other student support services that will positively impact general student retention and achievement and to enhance accountability and services for non-resident international students.* (Student Affairs)

With the decline in F-1 applications and the US government restrictions on issuing F-1 visas abroad, a plan has been devised to stabilize the number of F-1 applications and improve the retention of F-1 students enrolled at SMC. The following outlines the plan of action for recruitment and retention of F-1 students for 2004-2005:

Recruitment

Strategic marketing objectives:
- Protect Asian student enrollment, which constitutes 73% of F-1 enrollment (2,054 in Fall 2002)
- Maximize the distribution of information worldwide (including the U.S.)
- Expand accessibility to the enrollment process worldwide
- Identify and cultivate new markets worldwide

Retention

SMC continues to rely on a large percentage, up to 75%, of continuing F-1 students to enroll every term. It is imperative that the College continue to provide the services, including academic advisement, for these students.

Strategies for Retention:
- Protect the current F-1 student population through international counseling and Back To Success Program (BTS) for underachieving students
- Maximize the distribution of information needed to keep students in status
- Expand efforts to accurately collect and report data on F-1 students for both federal and internal use
- Identify and develop more effective ways to provide services with fewer staff

GOAL 2. Academic Excellence

OBJECTIVE 8. *To develop and implement a common dataset to inform the program review process for all academic programs and to put into place a process for the biennial review of all occupational programs.* (Academic Affairs) **Student Success

To better inform the program review process for instructional programs, a common dataset reflecting student enrollment, success, and retention rates over a six-year cycle has been developed, beta-tested, and adopted. Currently under review by the Academic Senate Joint Program Review Committee is a recommendation that collegewide data be added to allow programs to measure their success in a larger context. Parameters for additional data/information are being developed for occupational programs to better address program effectiveness in meeting industry and student needs. In the future, the committee will address parameters for research and data collection for non-instructional programs. A joint subcommittee of the Academic Senate Joint Program Review and Occupational committees has met to discuss the biennial program review guidelines and process for occupational programs. The subcommittee also reviewed a program review model for technical education programs that has been used successfully at other colleges, but it has not yet developed a recommendation.

OBJECTIVE 9. *To define student learning outcomes more concretely for Santa Monica College.* (Academic Affairs) **Student Success

An *ad hoc* subcommittee of the Academic Senate Joint Curriculum and Program Review committees was convened by the Academic Senate President and the Vice President, Academic Affairs to develop initial strategies to frame the College's dialogue on defining and implementing student learning outcomes. Several individual courses that are part of course sequences from various areas of the College's curriculum were identified to be used for discussion by the Academic Senate Joint Curriculum Committee as to how the currently documented course objectives relate to student learning outcomes. Members of the subcommittee agreed that it is important for the Curriculum Committee to define and articulate expectations regarding documentation of student learning outcomes in course outlines of record so that faculty members within academic programs and departments understand the expected result of their discussions of student learning outcomes at the course level. To date, the Curriculum Committee has discussed the relationship between current course objectives and student learning outcomes for one mathematics course.

Since an institution-wide dialogue about student learning outcomes leading to documented implementation of a cyclical process of learning outcomes development and assessment is a major recommendation of the visiting accreditation team, this will be a central institutional focus in 2004-2005 and future academic years.

OBJECTIVE 10. *To develop and implement a means of tracking students after they leave Santa Monica College.* (Planning and Development) **Student Success; Community Partnerships

This objective will be addressed during the 2004-2005 academic year.

GOAL 3. Community of Mutual Respect

OBJECTIVE 11. *To refresh and refine the institutional planning process by conducting a Collegewide Coordinating Council self-evaluation of the performance of its functions and its relationship to and interaction with other college committees (such as the Budget Committee and the District Technology Committee), Academic Senate joint committees, and the College's departmental structures.* (Academic Affairs)

Although this objective was a primary agenda item for eight of the Collegewide Coordinating Council's meetings this year, extensive discussion resulted in no consensus. Nineteen questions were developed to focus the discussion, two proposals (one from an individual and the other from a subcommittee) for restructuring were presented and discussed, and the Superintendent/President attended one meeting to communicate her expectations of the Collegewide Coordinating Council. Most discussion time was devoted to the relationship between the Collegewide Coordinating Council and the Budget Committee. At one point, a majority of members voted to have the Collegewide Coordinating Council assume the Budget Committee's functions, but a joint subcommittee of the Coordinating Council and the Budget Committee formed to recommend how this might be implemented came back with a recommendation that the two separate entities be maintained. Since two recommendations of the visiting accreditation team address clarifying the roles of individuals and constituent groups in college governance and integrating the various elements of college planning processes, the resulting institutional objectives for 2004-2005 will include the evaluation of the Collegewide Coordinating Council and its relationship to other planning committees and structures.

OBJECTIVE 12. *To refine the criteria used by the Collegewide Coordinating Council in developing recommendations for new full-time faculty positions and to develop criteria for assessment of classified staffing needs.* (Academic Affairs) **Academic Excellence

Although some discussion of this objective occurred as part of the Collegewide Coordinating Council self-evaluation, it was not specifically addressed this year.

OBJECTIVE 13. *To establish a district property and workers' compensation loss reduction and compliance program to be administered by a committee that will develop standards, implement procedures, monitor losses, and make recommendations for compliance and improvements.* (Business and Administration)

The response to this objective is still in the formation stage. At this time, the program is being administered with the support of consultants to the Workers' Compensation Joint Powers Authority. The committee is not yet ready to administer and is acting in an advisory capacity to explain the problems and discuss the recommendations of the consultant and manager.

OBJECTIVE 14. *To collaborate on collegewide budget planning so that representatives from the Academic Senate, Faculty Association, CSEA, Classified Senate, Management Association, and Associated Students voice support for the process.* (Business and Administration)

This objective will be addressed in 2004-2005 as part of the institutional objective on general college planning.

OBJECTIVE 15. *To collaborate with the appropriate constituencies to develop a more extensive orientation process for newly hired classified employees.* (Human Resources)

The role of the Classified Senate and CSEA, as well as others, concerning this issue is not well established. In addition, the District has been waiting to see if this issue will be addressed during ongoing negotiations with CSEA. As a result, there has been no progress toward achieving this objective.

OBJECTIVE 16. *To implement action plans to foster a more supportive working environment for all employees.* (Human Resources)

No specific action plans have been developed. However, the District and CSEA mutually established a plan to bring in a consultant to assist with the relationship issues that were impeding progress in negotiations. As a result, the District and CSEA have developed an improved and more communicative relationship.

OBJECTIVE 17. *To develop a Human Resources Guide for managers.* (Human Resources)

The Human Resources Office has developed a template for such a guide. However, in order to fully develop the guide, the administrative regulations pertaining to Human Resources need to be fully implemented. The Academic Senate Joint Personnel Policies Committee has received draft administrative regulations and, where appropriate, has begun to review and revise certain proposed administrative regulations.

OBJECTIVE 18. *To develop and implement an employee exit process for faculty and staff who move from one location to another or leave the College to ensure that security is maintained and impacted areas are notified.* (Human Resources) **Effective Use of Technology

No specific action has been taken to address this objective.

OBJECTIVE 19. *To post Santa Monica College Administrative Regulations on the college web site.* (Information Technology)

The 3000 (Human Resources), 4000 (Student Services), and 5000 (Curriculum and Instruction) series of administrative regulations are now posted on the college website. (http://www.smc.edu/policies/Policies/AdminRegulations.htm) Other sections will be added as their individual review and updating processes are completed.

OBJECTIVE 20. *To improve campus awareness of the Student Judicial Affairs Office by conducting staff development workshops, special student workshops, and classroom presentations on Student Conduct, Academic Dishonesty, and Sexual Harassment.* (Student Affairs)

The Office of Student Judicial Affairs has been successfully established, combining the services of Discipline and Ombuds. Mediation services are offered to students/students and student/faculty. Staff development opportunities are provided to staff and faculty who want to learn more about the areas of classroom management, the student conduct code, academic dishonesty, and dealing with difficult students. Conflict resolution, behavior management, and sexual harassment workshops are offered. Student presentations are provided on a regular basis throughout the entire school year. Collaborative efforts between Student Judicial Affairs, College Police, Psychological Services, and the Ombuds Office provide support and guidance to the campus community.

The Office of Student Judicial Affairs, formerly the Disciplinarian's Office, is a place to go to have problems solved, reach agreements, and to gather information. A positive, comprehensive, and proactive approach is used to provide a place for students and faculty to receive information regarding student conduct, academic honesty, and behavior/anger management before these concerns become discipline problems. It is crucial that faculty know they are being supported in dealing with extremely challenging and often disruptive students. Students are referred to the office by faculty, staff, and the College Police. The resolution process sometimes includes referrals to the College's Health Services and Psychological Services offices.

GOAL 4. Effective Use of Technology

OBJECTIVE 21. *To complete implementation of the online curriculum approval process and to proceed with the pilot project to transform the class scheduling process through the use of technology, evaluate its effectiveness, and implement changes in the scheduling process as warranted by this evaluation.* (Academic Affairs) **Student Success; Academic Excellence

Management Information Systems has developed an internet-based prototype curriculum approval workflow process based upon a careful examination of the existing process and the suggestions of Academic Senate Joint Curriculum Committee members as to how the process might be streamlined and improved. The model has been approved by the Curriculum Committee and Academic Affairs administrators for testing, and current discussions are focused upon the development of a testing plan. Specifications for reports and for the automation of uploading data to the catalog are also being defined.

The class scheduling transformation was placed "on hold" this year, largely because of the demands of changes required to support revisions in enrollment services timelines. In the interim, concentration was placed upon providing automations and additional functionalities to increase the productivity and efficiency of the current scheduling process.

OBJECTIVE 22. *To implement the PeopleSoft financial, purchasing, and warehouse systems by training staff to interpret the new chart of accounts and to become familiar with the new PeopleSoft reports.* (Business and Administration) ****Community of Mutual Respect

The PeopleSoft systems have been implemented, but much remains to be done in maximizing their usage potential and providing appropriate training.

OBJECTIVE 23. *To develop and implement new internal Information Technology departmental procedures, consistent with the College's current budget constraints, to enable the continuation of basic technical support services for the campus community and accommodate the increase in new technology requirements to lessen the impact of workforce reductions on the College's ability to serve students.* (Information Technology) **Student Success; Academic Excellence

The Information Technology Department has improved its operational efficiency by implementing automation whenever possible and using technology solutions to track and streamline the hardware and software planning, purchase, support, and maintenance cycle. Also, a Tech-Knowledge Center website has been developed to enable user self-service on technology support issues and questions. The website will be announced to users upon completion of content updating and development of an orientation module.

OBJECTIVE 24. *To implement a new, state-of-the-art technical infrastructure that will enable the future conversion of all existing administrative systems to an Internet-accessible form and the creation of new Internet-based services for the college community that take full advantage of the convenience and ease-of-use of the web environment and facilitate the retrieval of relevant information from the SMC web sites.* (Information Technology) **Student Success; Academic Excellence

This project involves an upgrade/replacement plan for administrative server equipment and remote campus network access. The newly configured system and associated components to support the state-of–the-art technical infrastructure and more online reporting capability are at the procurement stage, and the rest of the implementation plan will follow. The remote campus network plan has been finalized through a partnership agreement with the City of Santa Monica and the Santa Monica-Malibu Unified School District. This project simultaneously provides a significant increase in network bandwidth among all remote campuses and a cost reduction of approximately 50%.

OBJECTIVE 25. *To coordinate the use and staffing of computer labs more effectively.* (Information Technology) **Student Success

An automated system for student workstation tracking and waitlist scheduling has been implemented to maximize support and enable analytical identification of lab support needs. As a result, staffing patterns have been adjusted for Fall 2004 to support increased lab hours and student volume.

OBJECTIVE 26. *To work with Management Information Systems to implement the automation of IGETC and CSU General Education Certifications, as well as Associate in Arts degree and occupational certificate evaluations.* (Student Affairs) **Student Success

Enrollment Services, Management Information Systems, and Counseling have worked together to implement a degree audit system, which will allow for the partial automated analysis of student progress toward educational goal. The system provides a place to store and retrieve student progress toward the completion of educational plans outlined by counselors. Efficient and effective degree audit and graduation information and petitions have contributed to the overall college mission of transfer and degree completion. This newly implemented degree audit system assists with the evaluation of transcripts for students who have attended SMC only. This is valuable, as the number of AA degree candidates has increased by 87% since 1996. The biggest growth in Career Certificates awarded has occurred in the fields of Early Childhood Education, Computer Science, Computer Information Systems, and Interactive Media.

Consistent and clear communication to all campus constituents regarding deadlines, schedules, and information has been a top priority of the Enrollment Services Division in an effort to achieve a near paperless operation, while realizing better communication and service for students. Enrollment Services and Management Information Systems continue to work toward enhancements that will provide the necessary changes to produce IGETC and CSU General Education Certifications, as well as AA and Occupational Certificate evaluations. With this enhancement, the time and effort needed to produce these final evaluations will diminish significantly.

Technological innovations have required the development and implementation of a schedule of staff development for Enrollment Services staff. In an effort to better serve students and eliminate duplication of services, responsibilities have been reorganized according to a case management approach. Cross-training sessions have been conducted in the area of transcript evaluation, enabling a more even distribution of work. Staff continues to receive additional

training on the new ISIS screens and WebISIS. Internet and various MIS Office program training has been provided on an *ad hoc* basis.

GOAL 5. Community Partnerships

OBJECTIVE 27. *To merge Community Services and Economic Development to create a not-for-credit course offering that emphasizes workforce training.*   (Planning and Development) **Student Success

Santa Monica College's Community and Continuing Education program enhanced its offerings by adding greater variety and depth in the courses offered, thus solidifying the relationship of the College with the community. The program is expanding its course offerings, gearing them to the personal interests of individuals in the community with added emphasis on the development of courses and certificate programs for individuals in the workforce who are seeking to broaden/enhance/update their skills in their current profession or explore professional development in new areas. The program is currently undergoing the approval process to become an authorized provider of Continuing Education Units (CEUs) through the International Association of Continuing Education and Training.

OBJECTIVE 28. *To expand contract education opportunities by developing relationships with Westside and Greater Los Angeles County hospitals and clinics to meet the training needs of health care workers.* (Planning and Development) **Student Success

New contracts were established with Cedars-Sinai Hospital and UCLA Medical Center to train current licensed vocational nurses who work at both hospitals to become registered nurses. SMC was also awarded a contract from the Employment Training Panel to provide retraining for certified nursing assistants who work with the Tenet Health System and the Tri-Central Kaiser-Permanente Hospitals in West Los Angeles, Baldwin Park, and L.A. Harbor.

OBJECTIVE 29. *To explore ways in which the SMC Foundation, the General Advisory Board, the SMC Associates, and/or college groups can best work with the community to support the College both with its short-term budgetary concerns and with its longer-term relationships.*   (Planning and Development)

This objective will be addressed during the 2004-2005 academic year.

OBJECTIVE 30. *To develop and implement a strategic recruitment plan that will help realize the outreach goals of Enrollment Services.* (Student Affairs) **Student Success

The primary question on the minds of Student Affairs leaders is how to regain the 7,000 students who were unable to enroll in classes during the Fall 2003 semester. In addition, there is concern for continuing students: Are they reaching their goals in a timely manner? Have they been assessed and placed in the correct classes? Are they getting their Financial Aid on time? Are they receiving appropriate counseling services? Are they persisting from one semester to the next?

Student services strategies developed to regain this student population and serve new and continuing students in a manner that reflects the vision and mission of Santa Monica College include:

Outreach and Recruitment:
Offer early admission for new freshmen students from top feeder high schools; improve recruitment with special student populations; improve and expand marketing efforts; improve communication to potential new students; promote enrollment of out-of-state students; maintain recruitment efforts of international students.

Admissions and Records:
Maximize use of technology; create a communication plan that includes student follow-up; create systematic mechanisms to plan and evaluate enrollment strategies.

Financial Aid:
Enhance services by increasing the number of students who apply; remain in compliance with student loan regulations; streamline to expedite awards to students; ensure availability of student employment.

Retention:
Provide quality, responsible testing services; facilitate the retention of new and probationary students; ensure the academic progress of students through the redesigned Early Alert process.

GOAL 6. Supportive Physical Environment

OBJECTIVE 31. *To maximize funding and minimize the disruption of classes and services in the coordination of the Measure U facility projects based upon the 3D-I assessment.* (Business and Administration) **Student Success; Community of Mutual Respect

Academic Affairs and Facilities Planning staff developed a table to document classroom availability as affected by construction plans through Fall 2006. The table is regularly updated according to changes in construction timelines and has proven to be an invaluable planning tool for both areas. Strategies developed through this information include delaying the removal of temporary facilities to allow for their short-term use as classrooms and, where feasible, attempt-

ing to accelerate schedules for construction projects, such as the Bundy site building remodel. A similar process has been developed to address the effects of construction on the delivery of student services. This information has been shared with the college community through regular updates at Collegewide Coordinating Council meetings. Since the effects of construction will remain a college issue for the foreseeable future, this objective is being carried forward to the 2004-2005 academic year.

OBJECTIVE 32. *To develop and implement a strategy for the cleaning of facilities that meets the needs of users within the limitations imposed by budget constraints.* (Business and Administration) **Community of Mutual Respect

Custodial area staffing duties were changed from single individuals maintaining a single building to a "team cleaning" approach, permitting campus coverage with less staff. The custodial manual has been updated to clarify the standards expected of custodians. The system seems a good solution to short staffing.