Santa Monica Community College District

## MISSION, VISION, AND GOALS

## Santa Monica College: Changing Lives in the Global Community Through Excellence in Education

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### **Mission**

Santa Monica College strives to create a learning environment that both challenges students and supports them in achieving their educational goals. Students learn 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, Santa Monica College provides open and affordable access to high quality associate degree and certificate of achievement 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 the world's diverse communities by offering educational opportunities which embrace the exchange of ideas in an open, caring community of learners and which recognize the critical importance of each individual's contribution to the achievement of the college's vision.

## Vision and Core Values

Santa Monica College will be a leader and innovator in student learning and achievement. Santa Monica College will prepare and empower students to excel in their academic and professional pursuits for lifelong success in an evolving global environment.

As a community committed to open inquiry that encourages dialog and the free exchange of ideas, Santa Monica College will serve as a model for students in the practice of its core values: intellectual inquiry, research-based planning and evaluation, democratic processes, communication and collegiality, global awareness, and sustainability.

## Goals

To achieve this vision, Santa Monica College has identified the following Institutional Learning Outcomes and supporting goals.

## Institutional Learning Outcomes:

### Santa Monica College students will:

- Acquire the self-confidence and self-discipline to pursue their intellectual curiosities with integrity in both their personal and professional lives
- Obtain the knowledge and skills necessary to access, evaluate, and interpret ideas, images, and information critically in order to communicate effectively, reach conclusions, and solve problems.
- Respect the inter-relatedness of the global human environment, engage with diverse peoples, acknowledge the significance of their daily actions relative to broader issues and events
- Assume responsibility for their own impact on the earth by living a sustainable and ethical life style.

## Supporting Goals

## Innovative and Responsive Academic Environment

Continuously develop curricular programs, learning strategies, and services to meet the
evolving needs of students and the community

## Supportive Learning Environment

- Provide access to comprehensive student learning resources such as library, tutoring, and technology
- Provide access to comprehensive and innovative student support services such as admissions and records, counseling, assessment, outreach, and financial aid

## Stable Fiscal Environment

 Respond to dynamic fiscal conditions through ongoing evaluation and reallocation of existing resources and the development of new resources.

## Sustainable Physical Environment

 Apply sustainable practices to maintain and enhance the college's facilities and infrastructure including grounds, buildings, and technology

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SMC MASTER PLAN FOR EDUCATION
2008-2009 Institutional Objectives

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## Supportive Collegial Environment

• Improve and enhance decision making and communication processes in order to respect the diverse needs and goals of the entire college community.

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Approved by Board of Trustees: May 12, 2008

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2008-2009 Institutional Objectives

Santa Monica Community College District

## STRATEGIC INITIATIVES AND PROPOSED ACTION PLANS

## ACTION PLANS

for the next five years that support the four Strategic Initiatives. to be implemented in an environment of Collegiality, Collaboration, Communication, and Interconnectivity

Hiring Full-Time	Training Priorities	Student Support Services	Fiscal Stability
Faculty and Permanent			
<u>Staff</u>			
	<u>Develop a set of institutional</u>	Ensure meaningful access to	<u>Develop a transparent budget that</u>
Make progress toward filling	training priorities for faculty, staff	critical student learning support	maintains an appropriate fund
vacant permanent classified staff	and managers to promote	services appropriate for the varying	balance and supports the strategic
positions and meeting the goal	innovation, improve effectiveness	times, locations and modes of	implementation of institutional
that 75 percent of credit	and efficiency, encourage succession	delivery through which instruction	goals and objectives.
instruction be delivered by full-	planning, and identify career	occurs.	
time faculty.	<u>laddering opportunities.</u>		

Presented to SMCCD Board of Trustees: July 7, 2008 Approved by District Planning and Advisory Council: July 9, 2008

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ACTION PLA	<u>ANS</u>	Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education
Hiring Full-T Faculty and Permanent St		Increase the number of instructional assistants for English, Math and ESL classes     Expand the use of instructional assistants in vocational and other academic subject programs	Communicate to all staff and faculty the college's commitment to Global Citizenship	Communicate to all staff and faculty the college's commitment to sustainability  Hire permanent administrative leadership to support sustainability initiatives  Hire permanent classified staff (i.e., recycling, physical plant and maintenance) to support sustainability initiatives	In developing and expanding vocational programs, acknowledge and support the need for leadership of faculty who possess relevant industry experience     Ensure adequate instructional support for new and expanding vocational programs
Training Prio	orities	Establish a teaching/learning center to provide avenues for professional development for instructional and student services faculty      Include, as an ongoing part of institutional flex day activities, presentations that address strategies for increasing student success	Provide professional development for faculty and staff in two primary areas:  infuse the ideas of global citizenship throughout the curriculum, and promote interaction between international and other students at the college	Develop a District-wide policy that includes training in the purchase and use of energy efficient and green products      Develop orientation for all new employees on new and existing environmental programs      Provide site-specific training to building occupants on the important environmental	Inform faculty and staff in various disciplines about emerging technologies/trends      Utilize industry experts to develop strategies to support faculty professional currency      Provide professional development and networking opportunities for instructional and support staff

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2008 2009 Institutional Objectives

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		<u>buildings</u>	

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ACTION PLANS	Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education		
Fiscal Stability	Produce growth in FTES through the increased retention and success of basic skill students	Increase retention by the efforts cited in the other three strategic initiatives and thereby increase the number of international students  Identify potential funding sources to support student engagement in global citizenship activities	Prioritize energy efficient projects, with an emphasis on solar energy generation capacity  Set date-based goals and targets for implementing the priorities identified in the Environmental Audit  Develop educational signage to promote resource efficiency throughout the campuses  Provide improved and affordable access to SMC by supporting a wider variety of alternative transportation choices  Include sustainability criteria in contracts and RFP procedures	Conduct industry trade analysis to determine that a target audience for proposed offerings exists      Leverage grants and categorical programs to improve and expand vocational programs      Ensure that vocational funds are aligned with college priorities      Increase FTES through new vocational programs and courses      Develop a plan to ensure funding for implementation and maintenance of vocational programs      Develop strategies for tracking vocational students after they leave the program		

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2008 2009 Institutional Objective

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ACTION PLANS	Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education
Student Support Services	Develop a distance education, noncredit course designed to help students "brush up" on their math and English skills prior to taking the assessment tests      Expand linkages between counseling services and basic skills initiatives	Expand and develop academic and social support for international students      Improve facilities for international students and ESL      Expand student participation in the SMC Study Abroad programs	Provide instructional support services at the Center for Environmental and Urban Studies (CEUS)	Expand tutoring to address the needs of specific vocational programs      Enhance linkages between counseling services and various vocational disciplines      Increase the use of industry-related forums and job-matching strategies to provide opportunities for students and employers to participate in job-shadowing activities, internships, and employment possibilities

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2008 2009 Institutional Objectives

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ETo develop Study Abroad policies and procedures, such as a procedure for the design and approved		Formatted	
of offerings, including achievable outcomes of each offering and the reporting of those outcomes; a	////	Formatted: Bullets and Numbering	
submission process for logistical assistance; and a process for reconciling fiscal matters. Enrollment	///.	Formatted	
Development; Academic Affairs; Business and Administration	////	Formatted: Bullets and Numbering	
(To develop a long town plan to make appeared towned the AD 1725 and of a 750/ /250/ 6.W	]////	Formatted	
To develop a long-term plan to make progress toward the AB 1725 goal of a 75%/25% full time/part-time ratio by increasing the number of full-time faculty members on an annual basis.	7 ///	Formatted	· · ·
Academic Affairs; Student Affairs; Enrollment Development; Human Resources; Business and Administration	////	Formatted	
**Supportive Learning Environment	/////	Formatted: Bullets and Numbering	
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ETo identify workforce development needs of local industry sectors and develop new course	7////	Formatted	(
offerings or market existing programs to them, (Academic Affairs; Enrollment Development)	//////	Formatted	
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To develop a wider menu of short-term course offerings that will include non-credit vocational	/////	Formatted	
courses and customized industry driven training activities. (Academic Affairs)	////	Formatted: Bullets and Numbering	
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**ETo develop strategies for tracking vocational students after they complete or leave a program. [Academic Affair];	[[]]	Formatted	<u></u>
Student Affairs; Enrollment Development)	///		<u></u>
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SUPPORTIVE LEARNING ENVIRONMENT	/////	Formatted	
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To increase instructional support staff for Basic Skills and Vocational Education. (Academic Affair)	<b>   </b>	Formatted	(
Human Resources	////	Formatted: Bullets and Numbering	
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4To implement a pilot program of providing library instructional services to students at satellit	///	Formatted: Bullets and Numbering	
sites. (Academic Affairs)	// //	Formatted: Bullets and Numbering	
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To develop and implement the next phase of the Early Alert System to create an interface with	II	Formatted	<u></u>
tutoring services and the Student Affairs workshop calendar, which includes presentations on	III	Formatted	<u></u>
student success topies, such as selecting a major, time management, test-taking strategies, and writing the UC personal statement. (Enrollment Development; Student Affairs; Information Technology)	/ ///	Formatted: Bullets and Numbering	(
writing the OC personal statement. (Embanical Development, Simical 2 figure, Information Technology)	' ////	Formatted	
To institutionalize Early Alert training as part of new faculty orientation. (Enrollment Development,	IIIII	Formatted	
Human Resources)	//////	Formatted	
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ETo create a more supportive environment for prospective and new students in the admission and		Formatted	
orientation process for international students, (Enrollment Development)		Formatted	
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4To implement an advanced financial aid software solution that will improve the College's ability to	/ <b>///</b> /	Formatted	
process aid applications, to download and transmit electronic federal and state data, and to		Formatted	
communicate with aid applicants on the status of their applications and awards. Enrollment		Formatted	
<del>Development)</del>	////	Formatted	
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SMC MASTER PLAN FOR EDUCATION

To promote interaction between international and other students at the College and expand student participation in SMC Study Abroad programs. [Enrollment Development; Student Affairs]

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SMC MASTER PLAN FOR EDUCATION

2008-2009 Institutional Objectives 2008 2009 Institutional Objectives

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To provide professional development for faculty and staff in the infusion of global citizenship	//	Formatted
ideas throughout the curriculum and in promoting interaction between international and other	///	Formatted: Bi
students at the College. Academic Affairs; Student Affairs; Enrollment Development; Human Resources	///	Formatted
**Innovative and Responsive Academic Environment	// /	Formatted: B
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To promote and encourage a comprehensive approach to campus wellness and safety by expanding student psychological services, increasing the campus awareness of the Crisis Prevention Team,	$//_i$	Formatted: B
distributing a revised Emergency Preparedness Manual, and facilitating campus trainings on	///.	Formatted
emergency response systems, (Student Affairs; Business and Administration)	///	Formatted: B
cinesgeney response systems (normal repairs) and response systems (normal repairs)	' ///	Formatted
To measure the effectiveness and impact of counseling services, special programs, student activities	////	Formatted
and college athletics by working with the Institutional Research Office to analyze relevant retention,	7////	Formatted: Bi
persistence, and student success data. (Student Affairs; Enrollment Development)	/////	Formatted
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4To convene a new Title V Institutional Grant Advisory Board that will review the progress of the	/ /////	()>──
current grant effort and recommend a direction for the next Title V Grant application to be	IIIIII	Formatted: Bi
submitted in Spring 2009. (Student Affairs; Academic Affairs), **Innovative and Responsive Academic		Formatted
Environment	//////	Formatted
∠To expand linkages between counseling services and basic skills and vocational instructional		Formatted
programs, (Student Affairs; Academic Affairs) **Innovative and Responsive Academic Environment		Formatted
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To encourage the development of student initiated projects that promote civic engagement and	/////	Formatted
demonstrate the global impact of local politics. (Student Affairs)	7/////	Formatted
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∃To review the organization and delivery of all tutoring services offered across the College and look	/////	Formatted: B
for ways to expand the breadth of tutoring offered and access at all college sites. (Academic Affairs)		Formatted
Student Affairs)		Formatted
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STABLE FISCAL ENVIRONMENT		Formatted
STREET TOOKE ENVIRONMENT	//////	Formatted
To eliminate the College's operating deficit over the next three years through enrollment	HHH	Formatted
development, budget discipline, and enterprise opportunities. (All Areas)	[[[]]	Formatted
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To establish organizational integrity and stability in the Business and Administration area by	IIII	Formatted
recruiting for key vacant leadership positions. Business and Administration; Human Resources	1/11/1/	Formatted
	[[]]]]	Formatted
To develop and implement a new system of reconciliation methods and practices that reduce the		Formatted
number of errors related to the Human Resources System (HRS) and employee databases. Business	11111 ]	1>

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SMC MASTER PLAN FOR EDUCATION

9 Institutional Objectives 2008 2009 Institutional Objectives

To develop projected maintenance and staffing costs for new buildings and sustainability efforts and implement a process for including these in budget planning, (Business and Administration)

\*\*Sustainable Physical Environment

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SMC MASTER PLAN FOR EDUCATION

2008-2009 Institutional Objectives 2008 2009 Institutional Objectives

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To maximize student enrollment by making the enrollment process as efficient as possible, while	///	Formatted: Bullets and Numbering	<u> </u>
also focusing on student success, Enrollment Development; Information Technology; Student Affairs		Formatted	<u> </u>
Academic Affairs; Business and Administration) **Supportive Learning Environment	// ,	Formatted	Ţ.
(The develop a process for including agraphs to be already and and apply agree in its content of the content of	/ /	Formatted	(.
To develop a process for including ongoing technology maintenance and replacement costs	II	Formatted: Bullets and Numbering	
budget planning whenever new technology (such as smart classroom technology in new buildings) is added anywhere in the College. (Business and Administration; Information Technology) **Sustainable	///	Formatted	
Physical Environment	' / //	Formatted	
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SUSTAINABLE PHYSICAL ENVIRONMENT	IIII	Formatted	(.
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To update the College's Facility Master Plan and conduct an environmental analysis regarding	// <b>/</b> //	Formatted	(.
potential future bond projects. (Business and Administration; Institutional Communication) **Supporting	1111	Formatted: Bullets and Numbering	
Collegial Environment	[]]]]	Formatted	
To coordinate the start of construction for a pilot solar project with associated facility energy	//// /	Formatted: Bullets and Numbering	
savings projects. (Business and Administration)	$/\!\!//\!\!/$	Formatted	
ouvings projects, promoss una riaminism anon,	////	Formatted: Bullets and Numbering	
To hire permanent classified staff to support sustainability initiatives, Business and Administration,	////	Formatted	
Human Resources)	/////	Formatted	
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To implement plans for a modernized Information Technology data center and virtualized server	/////		
infrastructure to minimize energy and physical space utilization and maximize technology services	7711	Formatted	
Anformation Technology; Business and Administration)	777	Formatted	
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To work with local and state governmental agencies and the larger community in advocacy for the Expo light roll and develop plans to encourage student and		Formatted: Bullets and Numbering	<u>     (     </u>
Santa Monica College station for the Expo light rail and develop plans to encourage student and	/////	Formatted	
staff use of rail and other alternate transportation modes, (Institutional Communication; Business and Administration)	111111	Formatted	<u> </u>
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ETo coordinate and communicate transportation and parking initiatives to the entire college	(/////	Formatted: Bullets and Numbering	<u> </u>
community, (Institutional Communication; Business and Administration)	//////	Formatted	
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SUPPORTIVE COLLEGIAL ENVIRONMENT  ◆		Formatted	<u> </u>
		Formatted	(.
To develop an enhanced master calendar system for the scheduling of performances and events		Formatted	(.
all performance venues, including those at the new SMC Performing Arts Center, (All Areas)	' ////	Formatted	<u>.</u>
To develop and implement for all Fiscal Services departments websites that will have online forms,	IIII	Formatted	(.
policy and procedure manuals, and up-to-date information. (Business and Administration)	////	Formatted	
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2008-2009 Institutional Objectives 2008 2009 Institutional Objectives			

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To review, revise, and complete Board Policies and Administrative Regulations in Business and	4	Formatted: Font: Garamond, 12 pt, Not Italic
Facilities (Section 6000), (Business and Administration)		Formatted: Bullets and Numbering
ment in the control of the control o		Formatted
For implement a self service data depot that supports program review needs for faculty and star	4	Formatted: Font: Garamond
use, (Enrollment Development; Information Technology)	1,	Formatted: Font: Garamond, 12 pt, Not Italic
To reorganize the structure of the Human Resources Office to ensure that all operational function	$^{7}/$ $^{\prime}$	Formatted: Bullets and Numbering
are conducted properly and in compliance with District and legal parameters. (Human Resources)	1//	Formatted
are conducted properly and in compliance with broader and regal parameters, 11 minute 1500 minutes	1/1	Formatted: Font: Garamond
To explore the use of document imaging technology as a means of improving record keeping	$I/I_{ m F}$	Formatted: Font: Garamond, 12 pt, Not Italic
enabling a better tracking system for the retention and disposal of records as required by law, an	<u>a</u> ///	Formatted: Bullets and Numbering
making better use of the limited physical space in the Human Resources Office, Human Resources	# <b>\</b> \\	Formatted
Information Technology	7 //	
A.	// //	Formatted: Font: Garamond
To prioritize a Personnel Commission review of Human Resources staff positions to ensure property	1 / <del>/t</del>	Formatted: Font: Garamond, 12 pt, Not Italic
alignment for providing effective, functional, and timely support for internal and external customer	/	Formatted: Bullets and Numbering
(Human Resources)	/ // /	Formatted
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To develop and implement an online application process for academic positions to streamline	1	Formatted: Font: Garamond, 12 pt, Not Italic
search efforts and to enable more timely applicant response, Aluman Resources; Information Technology,	$l/l_i$	Formatted: Bullets and Numbering
To further develop and enhance the SMC website content management system and make use e	41/	Formatted
information gathered from focus groups including students, staff, and other end-users. (Enrollment	///#	Formatted: Font: Garamond
Development; Institutional Communication; Information Technology)	HI	Formatted: Font: Garamond, 12 pt, Not Italic
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#To develop a grant development flow chart that clarifies the process for identifying, developing	///&	Formatted
applying for, and managing a grant, (Planning and Development)		Formatted: Bullets and Numbering
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## REPORT ON 2007 2008 INSTITUTIONAL OBJECTIVES

September 8, 2008

## **ALL GOALS**

OBJECTIVE 1. To develop three to five strategic initiatives and action plans. (All Areas)

Strategic Planning Task Force has recommended four strategic initiatives-Citizenship, Sustainability, and Vocational Programs—and four general action plan categoric Hiring Full-Time Faculty and Permanent Staff, Training Priorities, Student Support Services, and Fiscal Stability. Through interaction with the committees and workgroups associated with each of the strategic initiatives, the task force has prioritized specific action plans that will form the basis for annual institutional objectives over the next five years The initiatives and action plans are included in the Master Plan for Education 2008 update.

OBJECTIVE 2. To review the College's Vision, Mission, and Goals statements and revise them as needed. (All Areas)

In Fall 2007, the Strategic Planning Task Force assumed the task of drafting a major revision of Committee, which, in turn, sent it to all of the organizations represented on DPAC for review and ratification. Upon ratification by all of the organizations, DPAC approved the document (with Board of Trustees in May 2008, provides an appropriate new framework for the College's annual planning efforts.

OBJECTIVE 3. To develop institutional learning outcomes and incorporate them into the revision of the College's Vision, Mission, and Goals statements. (All Areas)

tudent Learning Outcomes Task Force organized the resulting information into from which four recommended Institutional Learning Outcomes were developed. These were approved by the Academic Senate, the District Planning and Advisory Committee, and the Superintendent/President and were presented to the Board of Trustees in November 2007. The College's revised Mission/Vision/Goals document features the four Institutional Learning Outcomes as the central institutional goal, with six supporting goals that clarify how the various major areas of the College can contribute toward their achievement. This framework ensures that annual institutional objectives will be developed to address the achievement of Institutional Learning Outcomes.

OBJECTIVE 4. Begin planning for the 2010 accreditation self-study process. (All Areas)

tion for the Fall 2008 launching of the accreditation structure has been agreed upon, and the Superintendent/President and the

SMC MASTER PLAN FOR EDUCATION – Report on 2007-2008 Institutional Objectives

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## REPORT ON 2007-2008 INSTITUTIONAL OBJECTIVES

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President have appointed leaders to facilitate the development of the self-study for each of the four accreditation standards. The process will be co chaired by the Academic Senate President and the Executive Vice President.

OBJECTIVE 5. To develop and implement a revenue and expenditure plan that will address the loss of base revenue that will result from the "payback" of borrowed FTES in 2008-2009. (Business and Administration)

The District's current planning scenario, which is highly dependent upon making significant progress toward restoration of FTES to the 2006-2007 reported level, will result in a very minor loss of base revenue in 2008-2009 (the year after stabilization) and increase base revenue in 2009-2010 by \$5,376,534. The District has also developed an expenditure plan that supports achievement of the institutional objectives set forth in the Master Plan for Education. While many other distric reacting to state budget constraints by cutting expenditures, reducing programs, and limiting any further growth, SMC's expenditure plan features funding for such items as full-time faculty hires (to intain the current number of full-time faculty), Global Citizenship Initiative funding, increased funding for student support programs, and funding for increased compensation that will help the District maintain a highly motivated and experienced faculty, staff, and administration. While the plan does call for deficit spending, the District has been fortunate enough to have increased the fund balance from \$1.8 million in 2002-2003 to a record projected ending fund balance in expenditure plan and will allow the District to maintain a high level of service to students and the community while moving away from deficit spending over the next several years.

OBJECTIVE 6. To develop institutional resea

Since the Dean of Institutional Research was hired in September 2007, she has engaged the college community through her participation in various committees and through the establishment and convening of the Research Advisory Committee. Priorities are being identified and slated for implementation through committee participation and the advice and consultation of the Research Advisory Committee. Current projects scheduled for implementation in 2008-2009 include revisions to the online application and a self service data depot for faculty and staff use.

## GOAL 1. STUDENT SUCCESS

**OBJECTIVE 7.** To further develop noncredit curriculum and implement a timeline for the

The CAHSEE and Adult High School Diploma curriculum is complete and has been approved by the Academic Senate Joint Curriculum Committee, the Academic College to facilitate "credit recovery" for CAHSEE students, have been submitted to

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Chancellor's Office for approval, and a proposed certificate has been submitted to make the program eligible for enhanced noncredit funding under SB 361. Additional noncredit curriculum was developed for a parenting class to be offered through the City of Santa Monica's program. In addition to expanding the curriculum, the noncredit program has expanded the sites at which it is offering classes to include Virginia Avenue Park, Senior Assisted Housing, and St. Anne's Church.

**OBJECTIVE 8.** To complete the district plan and timelines for implementing the Basic Skills Initiative. (Academic Affairs; Student Affairs)

The SMC Basic Skills Initiative Workgroup—made up of faculty members (both instructional and counseling) appointed by the Academic Senate and Academic Affairs and Student Affairs administrators—assembled in Summer 2007 and participated in regional training workshops in September 2007. The BSI team met on a regular basis to engage in extensive review of the literature and research and to complete the first phase of the District's response to the self-assessment tool. Several Basic Skills proposals have been funded in areas of faculty and staff development, instructional practices, program components, and administrative practices. The BSI Workgroup presented an update for the SMC Board of Trustees in March 2008. The District Basic Skills Initiative Plan was submitted to the Chancellor's Office on May 1, 2008.

OBJECTIVE 9. To explore new enrollment development opportunities through expanded use of satellite facilities, new or expanded occupational programs, and increased use of multiple short-term modules. (Academic Affairs; Enrollment Development)

All satellite facilities have been scheduled to support enrollment development efforts. Workforce and Economic Development continued to identify business and industry trends as they relate to emerging jobs and skills needed to gain entry into the workforce. A credit based Logistics Program has been developed and submitted to the Chancellor's Office for final approval. The development of this program has been supported by an Employment Training Award contract (\$250,586). In addition, the College received a Chancellor's Office Green-Tech Sector grant (\$600,000) to support curriculum development in the areas of the environment and sustainability. The Small Business Development Center contract was renewed and will focus on "green" businesses and sustainability.

**OBJECTIVE 10.** To develop and implement a comprehensive student communication plandesigned to optimize student enrollment and retention. (Enrollment Development)

The Enrollment Development team met throughout the year to coordinate a comprehensive communication calendar. The calendar outlines when all of the different Enrollment Development offices send out publications and communicate with students. The discussion is ongoing with a goal of making sure that every student receives clear and consistent communication from the College. Additionally, communications with international students have been augmented through additional e-mail communication and a monthly newsletter.

**OBJECTIVE 11.** To develop and implement a comprehensive, online student early alert program (PASS—Preliminary Assessment of Student Success) to identify and assist students who are at risk

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academically and return them to successful standing by providing essential follow-up activities.

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In keeping with the California Community College Education Code; Reference: Section 78212 and Matriculation Title 5 Regulation 55526 on Student Follow-up, Santa Monica College employ Early Alert Program that provides students with feedback from their instructors. The Early Alert Program "ensures that the academic progress of [SMC] students is regularly monitored to detect early signs of difficulty and students are provided with advice and referral to specialized services or curriculum offerings where necessary." The newly revised and updated Early Alert system allows for the identification of at-risk students at any point during the semester, regardless of whether it is the first week of class or the twelfth week. The Early Alert Program is administered during both fall and <del>spring semesters.</del>

Instructors have an option of printing automatically generated letters and personally delivering them tudents at a class session or e mailing the letters to the students to improve the timeliness phone calls from counselors. Identified students who participate in the College's special counseling such as Adelante, Latino Center, Black Collegians, TRIO, and EOPS, are contacted by made in the Early Alert letters.

chairs, and the Enrollment Development team, in addition to a flex day workshop presentation. To date, over 500 students have been contacted during Spring 2008. This newly redesigned Early Alert system has the potential to earn a "Best Practices" title. With sufficient buy in from the college community, both persistence and retention rates could improve through successful implementation and faculty participation.

OBJECTIVE 12. To augment and improve assessment/placement testing modes of delivery to

In September 2007, the Assessment Center launched a new program to permit out of state and outof area students to take the mathematics and English/ESL assessments at a location close to their In most situations, students access a special search engine through the Center's website and COMPASS or ACCUPLACER exams. Students then complete an electronic form which is forwarded to the Assessment Center for processing. The staff subsequently makes the relevant vice is that students actually take the SMC placement exams, and their scores reside in the College's testing databases. During 2008-2009, the feasibility of expanding this service to students outside of the country will be investigated. However, significant logistical and test security make this a challenging endeavor.

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OBJECTIVE 13. To increase the number of full-time faculty members at the College progress towards the AB 1725 goal of a 75%/25% full time/part time ratio

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For Fall 2008, the College continued with the "not losing ground" goal of hiring enough new faculty maintain the current full-time faculty number. The A Administration have agreed to begin development of a long term plan to incrementally increase the number of full-time faculty members on an annual basis.

OBJECTIVE 14. To gather further data to inform discussions of expansion or addition of vocational programs beyond those currently being planned.

As a component of the data gathering strategy, information sharing activities seem to be the ideal anges allow college faculty and administrative staff to forge and industry representatives through face-to-face interaction and to identify the skills needed to meet current and future hiring trends. These activities include representatives from and economic development agencies and focus on topics that are relevant to the Westside region. Groups such as the Cal-WEST Consortium (a logistics industry related group) assisted the College in the development of new credit-based courses. The recently launched Green-WEST Alliance (a needed in today's competitive job market and enable the College to expand its focus on rising industries with local, national, and global importance. Information obtained directly from business and industry is shared across all vocational disciplines through the Academic Senate Joint Occupational Education Committee, the Academic Senate, and the Academic Affairs departmental structure.

OBJECTIVE 15. To complete the development of student learning outcomes for each student

As of Spring 2008, 96% of student services programs have identified student learning outcomes, and 70% of the programs have assessed their SLOs or are in the process of doing so. 15% have implemented changes based upon the assessment results or are in the process of doing so. This last

OBJECTIVE 16. To gather further data on the retention, persistence, and success of SMC strategies to improve these numbers.

While new retention strategies were put in place during 2007-2008, most notably by the Counseling Department, in response to a growing concern about our basic skills population, little progr because of limited institutional research staffing.

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OBJECTIVE 17. To formulate a Title V Institutional Grant Advisory Board that will review the progress of the current grant effort and recommend a direction for the next Title V Institutional

In Spring 2008, a new Title V/ Welcome Center Project Manager was hired. The Title V Institutional grant competition was delayed a year to coincide with the ending dates of the College's current Title V Institutional Grant. Consequently, the Title V Institutional Advisory Board will convene in Fall 2008. This advisory group, consisting of various college community stakeholders, will assist in the assessment of the current Title V Institutional Grant and guide the development of a new Title V Institutional Grant application.

OBJECTIVE 18. To increase services for distance education and online counseling

Distance education enrollments (duplicated) for 2007-2008 increased from about 18,000 to more than 20,000 in comparison with 2006-2007. The SMCOnline helpdesk provided 24/7/365 (twentyfour hours a day/seven days a week/365 days a year) support to all online/hybrid students. A new helpdesk "chat-live" feature was implemented and is now available to students seven days a week between 9:00 a.m. and 9:00 p.m. Approximately 4,350 student helpdesk contacts were logged for of which were via email with an average response time of 21 contacts utilized the new live chat option.

The Library added 3,000 electronic books to its collection, bringing the total number of ebooks to over 16,200. These ebooks supplement the 40+ online databases that are used by the virtual reference service to provide access to library resources twenty four hours a day, seven days a week.

When online counseling services for on ground students were first launched in April 2006, approximately ten inquiries were received in the first month. Once students and staff members ecame aware of the service, usage markedly increased. In the first year (April 2006 – March 2007), 1109 students were served. In order to increase online services and outreach to students, a direct link to the online counseling site was posted on the Counseling Department web page. Word-ofmouth among students, increased referrals from staff members, and enhanced website accessibility to the online counseling service resulted in a dramatic (68%) increase in the number of students served during the second year (April 2007 March 2008), with responses provided to 3496 online counseling inquiries.

## GOAL 2. ACADEMIC EXCELLENCE

OBJECTIVE 19. To establish a plan to "reframe" the current Liberal Arts Degree as mandated by the recent change in Title 5 regulations. (Academic Development; Student Affairs)

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The Transfer Studies option of the Liberal Arts Degree has been removed from the college catalog for 2008 2009. It was determined that the remaining Liberal Arts Associate in Arts Degree is in pliance with the revised regulations. However, a review of all Associate in Arts degrees will be onducted by Academic Affairs in consultation with the Articulation Officer during the summer of 2008, with a goal of reframing all degrees to highlight the major or "area of emphasis" of 18 units or more. In addition, the Interdisciplinary Studies Task Force developed three new Associate degrees (Environmental Science, Environmental Studies, and Ethnic Studies) conforming to the requirements of the revised Title 5 regulations. These have been locally approved and are being submitted to the Chancellor's Office for approval.

OBJECTIVE 20. To support the development of a new Associate in Arts degree requirement in "Global Citizenship," as developed by the Curriculum Subcommittee of the Global Education Task

The curriculum subcommittee of the Global Education Task Force (a joint College/Academic Senate presidential task force) developed a Global Citizenship Associate in Arts Degree requirement recommendation that was subsequently approved by the Academic Senate Joint Curriculum Committee, the Academic Senate, the Superintendent/President, and the Board of Trustees. The current Associate in Arts Degree American Cultures requirement has been expanded to become the Global Citizenship degree requirement, effective Fall 2008. There are three categories within which a three-unit course to satisfy this requirement: American Cultures, Ecolo Literacy, and Global Citizenship. In addition, a student may elect to satisfy the requirement through a three-unit service learning or study abroad experience.

## **GOAL 3. COMMUNITY OF MUTUAL RESPECT**

OBJECTIVE 21. To develop and implement an improved system for procurement and payment that reduces delay times in ordering and payment and relies more on technology/electronic records instead of the traditional paper records. (Business and Administration)

surement and payment system that should dramatically increase the for ordering and payment has been developed by college staff. Currently, the Fiscal Services and Purchasing areas are moving into the implementation phase of this objective, with a goal of full implementation by the end of the 2008-2009 fiscal year.

OBJECTIVE 22. To develop and implement a system that increases the availability of budgetary records to all cost centers so that departments can make budgetary decisions based on the latest

During the 2007-2008 fiscal year, the District implemented a system that distributes all budgetary data via electronic transmission as opposed to the traditional paper method. This new system has reduced delay between reports being issued by Fiscal Services and review by cost center managers. Fiscal Services has also developed an online, real-time budget review program with the Los Angeles County Office of Education and is currently the first district in the county to have such a program.

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Staffing limitations and increased workload have impacted implementation of this new system, but completion is now projected for the end of the second quarter of fiscal year 2008-2009.

**OBJECTIVE 23.** To develop and implement for all Fiscal Services departments websites that will have online forms, policy and procedure manuals, and up-to-date information. *[Business and Administration]* 

Staffing shortages and increased workload have prevented the Fiscal Services area from addressing this objective. This objective will carry over into the 2008-2009 fiscal year.

**OBJECTIVE 24.** To review Human Resources Board Policies and Administrative Regulations for currency and relevancy and establish an update schedule in consultation with the Academic Senate Joint Personnel Policies Committee and other relevant participatory governance bodies. (Human Resources)

The Academic Senate Joint Personnel Policies Committee completed its review of both the full-time and part-time faculty hiring administrative regulations. Revisions to these regulations were approved by the Academic Senate and the Administration. Development of a Workplace Violence administrative regulation was also initiated. The Committee is developing a revised update schedule to determine priorities for the 2008-2009 academic year.

**OBJECTIVE 25.** To improve the customer service of the Human Resources Office. (Human Resources)

Customer service goals were reinforced with Human Resources personnel and are incorporated in performance standards for each staff member. The Human Resources Office has acquired a full-time receptionist and, in concert with the Personnel Commission, the office strives to ensure ongoing coverage of the front desk and timely response to phone and electronic inquiries.

OBJECTIVE 26. To improve the operating systems used within the Office of Human Resources and the Personnel Commission. (Human Resources; Information Technology) \*\*Effective Use of Technology

The Personnel Commission successfully implemented an online application system which has significantly enhanced Commission staff ability to receive and process employment applications. This has resulted in attracting an expanded and diverse pool of qualified candidates. Additionally, the Commission has reviewed past practices and revised its test development and processing procedures to ensure fair and equitable recruitment and selection processes. During 2008, internal systems were developed to improve the tracking and sorting of all documents and materials coming into the Human Resources Office.

**OBJECTIVE 27**<sub>x</sub> To develop and implement a more extensive orientation process for newly hired classified employees. (Human Resources)

Presently, each new classified employee is given an hour and a half orientation to provide guidance in completing federal, state, and district mandated forms for employment processing. New

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employees are given copies of their collective bargaining agreement and are provided with information about advanced step placement, where applicable, the evaluation process, and the formal "Staff Orientation Day" -- will be initiated and conducted on a monthly basis for all new Formatted: Font: Garamond, Small caps

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OBJECTIVE 28. To improve recruitment processes so that the duration between approved recruitment process and hire is significantly reduced. (Human Resources)

positions would be the implementation of an online application process—a strategy that has significantly improved the Personnel Commission recruitment process for classified employees. This has become an objective for 2008-2009. The additional materials that typically accompany academic application packages will need to be included in the online process to eliminate supplementary materials being separated from the actual application.

## **GOAL 4. EFFECTIVE USE OF TECHNOLOGY**

OBJECTIVE 29. To increase end-user technology training opportunities documentation. Anformation Technology) \*\*Community of Mutual Respect

Technology support services have been focusing on the coordination and implementation of the new college website project. The first phase of content migration has been completed Critical technology resources have been deployed, and user support information has been developed and made available on the SMC Technology Resources website.

OBJECTIVE 30. To phase in the implementation of planned projects from 2006-2007, including campus network upgrade project, the internet bandwidth upgrade proj storage system, the single sign-on project, and the server consolidation

currently being installed. The College's internet bandwidth is also being upgraded to effectively handle the increasing demands for internet usage. Internet upgrades will also be implemented by both internet providers (ISI and 4Cnet). These upgrades will be completed by the end of the fiscal year. Other technology services projects are also in progress and meeting established timelines.

OBJECTIVE 31. To implement the workstation replacement plan and instructional techn initiatives to ensure equitable access to technology tools and effective access to technology for students, faculty, and staff. [Information Technology] \*\*Student Success; Com Supportive Physical Environment,

The Information Services Committee analyzes and plans for workstation replacement needs and various instructional grants provide funds for instructional technology needs. This year's funding will support the replacement of all GX110 computers and various classroom technology upgrades. Updated multimedia earts are also being purchased to meet needs for increased functionality.

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### REPORT ON 2007-2008 INSTITUTIONAL OBJECTIVES

September 8, 2008

OBJECTIVE 32. To develop a process for including ongoing technology maintenance replacement costs in budget planning whenever new technology (such as smart classroom technology in new buildings) is added anywhere in the college. Administration; Academic Affairs) \*\*Student Success

Computer network equipment, servers, workstations, smart classroom equipment, and multi-media carts require ongoing replacement and upgrade plans. Currently, the instructional equipment grant funds were able to support replacement of only 32% of the targeted workstations in the annual replacement plan. This illustrates that the current funding mechanism cannot adequately support needed equipment updates. Since this year's committee discussions did not progress beyond identifying the scope of the problem, this objective is being carried forward to 2008 2009

## GOAL 5. COMMUNITY PARTNERSHIPS

OBJECTIVE 33. To expand the College's educational collaboration with the Santa Monica-Malibu College High School. (Academic Affairs; Student Affairs) \*\*Student Success

The SMC-SMMUSD Collaboration was established by the College and the Santa Monica Malibu School Transfer Academy). This program serves motivated ninth-grade students who may be the first in their family to attend college. A cohort of students will enroll in two summer classes on the students are being recruited to serve as mentors for the high school students. Although planning for the Early College High School is currently on hold, SMC is active in the planning of the SMMUSD Global Sustainability, Environmental Sciences and Technology small high school, projected for Fall 2009. This model provides another choice for high school students in Santa Monica. The College will collaborate to streamline educational pathways through its sustainability program.

OBJECTIVE 34. To improve communication and relationships with feeder high schools Enrollment Development; Student Affairs; Academic Affairs) \*\*Student Success

Outreach, Dual Enrollment, and Enrollment Services staff meet regularly to share information garding programs targeted at the College's feeder high schools. Outreach staff attended feeder high school PTA meetings to address parent concerns and promote academic programs targeted at school students (concurrent enrollment, Summer Institute, Summer Bridge, etc.). Enrollment send communication directly to the Outreach staff and feeder high sel counselors to facilitate the sharing of accurate information with this population.

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## REPORT ON 2007 2008 INSTITUTIONAL OBJECTIVES

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**OBJECTIVE 35.** To build upon current and develop new community and government relationships at the local, state, and national levels. (Planning and Development)

Santa Monica College has many community and government relations of value. Several of these are addressed elsewhere in this report, including new noncredit curriculum programming offered through the City of Santa Monica and at sites in the community (Objective 7), the support provided to small business and targeted business segments through SMC's Workforce and Economic Development program (Objective 9), the educational collaborative with the Santa Monica-Malibu Unified School District to provide planning and educational pathways for high school students (Objective 33), joint use partnerships with the Santa Monica Malibu Unified School District, the City of Santa Monica, and the City of Malibu (Objective 39), and a transportation initiative partnership with the City of Santa Monica's Big Blue Bus (Objective 36). Also of note are a new services agreement between the College and the Madison Project, a California nonprofit public benefit corporation, to operate and provide programming for the Broad Stage at the Santa Monica College Performing Arts Center; new planning with the Santa Monica-Malibu Unified School District for joint use facilities at Malibu High School; California legislative advocacy regarding the serving of alcohol at private events at college venues; regional governmental and industry council activities related to providing a means of financing regional transportation solutions; and local engagements through the activities of the Office of Community Relations.

**OBJECTIVE 36.** To work with Big Blue Bus, the City of Santa Monica, and other entities to implement additional bus routes and other plans for the next phase of the transportation initiative. (Planning and Development) \*\*Student Success

This past year, Santa Monica College, in partnership with the SMC Associated Students, approved and created the financing for an extraordinary improvement for use of public transit. This new program will begin in Fall 2008 and will provide all current SMC students and employees the ability to ride "any line, any time" of the Big Blue Bus for free. The program also sustains the three new or expanded lines that were introduced in Spring 2007 and adds a new Rapid 7 service to the Main Campus. The Big Blue Bus component of the transportation initiative now includes the "any line, any time" program; a Rapid 7 service on Pieo Boulevard with the possibility of future extension to the Metro Red Line light rail; the Crosstown Ride connecting the Main Campus to Metro on Santa Monica and Wilshire Boulevards; the Sunset Ride, a mini Blue public transit service connecting SMC's Academy, Bundy, and Main Campus with bus stops along the route; and the SMC Commuter (Line 6) providing daytime public transit service from Culver City, Mar Vista, and West Los Angeles to SMC's Bundy and Main Campus. According to a Big Blue Bus line by line analysis conducted in October and November 2007, Line 6 achieved 28 boardings per hour (208 boardings per weekday), the Crosstown Ride achieved 32 boardings per hour (698 boardings per weekday), and the Sunset Ride achieved 52 boardings per hour (1,408 boardings per weekday). The Sunset Ride now ranks #8 among the 20 BBB lines in terms of service productivity, and the Crosstown Ride has experienced a 133% increase in ridership compared to the year prior.

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## MASTER PLAN FOR EDUCATION REPORT ON 2007 2008 INSTITUTIONAL OBJECTIVES

September 8, 2008

Also in 2007-08, Santa Monica College, with the active assistance of members of the Board of Trustees and the City of Santa Monica, continued advocacy for the extension of the Exposition Light Rail line from Culver City to Santa Monica, and importantly, the advocacy for an additional station near the College at Memorial Park (between 14th Street and 17th Street and on either Colorado Avenue or Olympic Boulevard), as over 6,700 SMC students and staff live within communities to be served by the line. The advocacy occurred during the scoping component of the environmental study. This effort has succeeded at having the additional station added to the environmental study. It should be noted that the new station is the only station alternative to be added to the environmental study and alternative analysis.

## **GOAL 6. SUPPORTIVE PHYSICAL ENVIRONMENT**

**OBJECTIVE 37.** To complete the feasibility study for converting college electrical systems to solar power and take the results into consideration for future planning. (Business and Administration).

The feasibility study was completed, and proposals from vendors for implementation of a pilot solar project are being reviewed.

**OBJECTIVE 38.** To develop projected maintenance and staffing costs for new buildings and implement a process for including these in budget planning. [Business and Administration] \*\*\*Community of Mutual Respect

Although some progress was made in planning for the Fall 2008 opening of the new SMC Performing Arts Center, shifts in leadership prevented addressing this objective in a comprehensive manner. It is therefore being carried over for the 2008 2009 fiscal year.

**OBJECTIVE 39.** To develop a priority list for facility planning beyond that for the Student Services Building. \*\*Business and Administration\*\*,

The College submitted to the State Chancellor's Office its Five Year Construction Plan 2010-2011 that identifies all potential future projects that have been developed as a result of college planning activities. The projects in the Five Year Plan are prioritized for state funding purposes. The College has authorized the update of its Facilities Master Plan, a process that is expected to be completed in the coming year. This plan will establish the sequence of project timelines, based on funding and site considerations. The College has also developed a financing plan to support the realization of the facility planning. Included in this plan are submissions to the State Chancellor's Office of Final Project Plan (FPP) and Initial Project Plan (IPP) proposals, preparation for submission for assistance from the City of Santa Monica Earthquake Recovery Redevelopment Project plan, and preparation in anticipation of a November 2008 bond election.

**OBJECTIVE 40.** To develop a plan to address staffing needs created by bringing new facilities on line. Aluman Resources; Business and Administration) \*\*Community of Mutual Respect

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## MASTER PLAN FOR EDUCATION REPORT ON 2007 2008 INSTITUTIONAL OBJECTIVES

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Human Resources and the Personnel Commission worked collaboratively with appropriate staff in various departments to assist in projecting needed positions for the SMC Performing Arts Center, Formatted: Font: Garamond, Small caps

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## REPORT ON 2007-2008 INSTITUTIONAL OBJECTIVES

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**OBJECTIVE 41.** To work collaboratively with professional architects to complete the planning of a new Student Services building that will reflect innovative ways to deliver services to students in a more efficient and user-friendly manner. (Student Affairs; Business and Administration) \*\*Student Success

During 2007-2008, staff members who will occupy the new Student Services and Administration\* Building (slated for a 2012 completion date) were invited to attend various planning meetings. These meetings took place on a regular basis throughout the year, and staff members were interviewed regarding topics such as office needs, storage needs, flow of students and staff, meeting rooms, light and air circulation, and most important, how to combine precious resources to provide the best services to students most efficiently.

The Steinberg architectural team met with each user group individually and in larger adjacency groups. Each program leader's concerns were heard, and adjustments were made. Steinberg also met with senior staff members and deans from Student Affairs and Academic Affairs. Floor One of the building will be devoted to first year students; Floor Two will be devoted to Counseling and Special Programs; and Floor Three will house the Superintendent/President, the Executive Vice President, and the vice presidents of Student Affairs, Academic Affairs, and Enrollment Development.

The December 2008 groundbreaking will begin with the demolition of the Amphitheatre, International Students and Events Building, Concert Hall, and Music Building to make way for the underground parking structure.

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