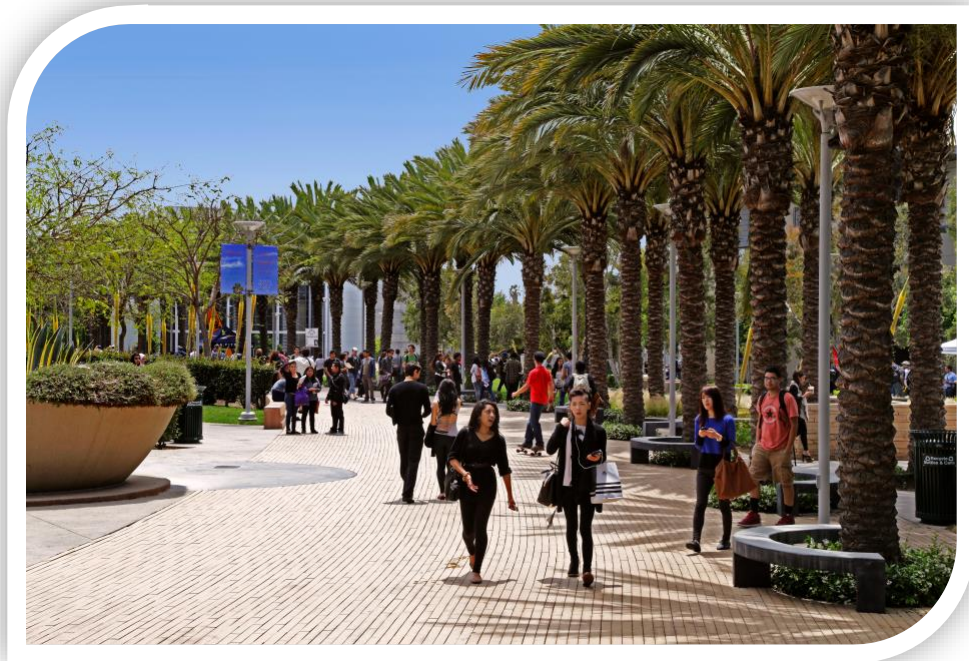




Santa Monica Community College District

District Planning and Advisory Council

Annual Report
2023-2024





Santa Monica Community College District
District Planning and Advisory Council

DPAC ANNUAL REPORT
2023-2024

Page No.

Board Policy 2515- District Planning and Advisory Council.....	3
DPAC Scope and Function, 2023-2024	4
DPAC Members and Meetings, 2023-2024.....	9
Planning Subcommittees – Members and Responsibilities	10
DPAC Annual Report (sorted chronologically)	11-40
DPAC Annual Report (sorted by topic)	
2022-2023 Annual Actions Plans Year-end Report.....	41
2024-2025 Annual Actions Plans	41
Accreditation	47
Budget Committee Recommendation to DPAC	48
Budget Governor’s Budget, 2024-2025	49
Commencement 2024	49
DPAC 2022-2023 Annual Report.....	50
DPAC Database	50
DPAC Meetings Starting in Fall 2023	51
Facilities Master Plan.....	52
Guided Pathways Implementation Team	53
Information Technology Strategic Plan.....	54
Mission and Vision Statement Task Force	54
Naming of Student Services Center	57
Strategic Education Plan, 2024-2029.....	58
DPAC Annual Actions Plans	
2023-2024 Annual Action Plans.....	65
2024-2025 Annual Action Plans.....	69



BP 2515 DISTRICT PLANNING AND ADVISORY COUNCIL

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

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

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

Adopted: 1/10/2005

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

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



District Planning and Advisory Council
SCOPE AND FUNCTION
2023-2024

District Planning and Advisory Council (DPAC)

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

Reference: Board Policy 2515

DPAC Members:

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

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

DPAC Chair and Vice-Chair:

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

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

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

Responsibilities of the DPAC Chair and Vice-Chair

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

Privileges and Responsibility of DPAC Members

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

DPAC Coordinator

The DPAC Coordinator shall be responsible for the following:

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

Meetings

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

Quorum/Substitutes

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

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

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

Note: There are 8 votes on DPAC

Orientation for DPAC Members

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

DPAC Recommendations to the Superintendent/President

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

Institutional Planning

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

Annual Action Plans

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

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

Annual Action Plans should:

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

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

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

Planning Subcommittees:

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

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

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

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

Quorum

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

Voting on Planning Subcommittee

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

Planning Subcommittees Co-Chairs

One Co-Chair named by the Superintendent/President

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

One Co-Chair elected by the planning subcommittee

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

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

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

Responsibilities of the Planning Subcommittees Co-Chairs

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

Resources to DPAC

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

Approved: 4/21/05

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

Santa Monica Community College District
District Planning and Advisory Council
2023-2024

Members, 2023-2024

Mike Tuitasi, Administration, Chair Designee
Jason Beardsley, Administration Representative

Christopher Bonvenuto, Management Association President
Sasha King, Management Association Representative

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

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

Cindy Ordaz, CSEA Representative
Martha Romano, CSEA Representative

Cecilia Jeong, Associated Students President
Aria Biavar, Associated Students Representative

DPAC Coordinator

Lisa Rose

Revised 9/23

Resource Liaisons

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

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

Meetings, 2023-2024

The District Planning and Advisory Council meets on the second and fourth Wednesdays of the month, at 3 p.m. in the Student Services Center Room 396.

District Planning and Advisory Council

Planning Subcommittees

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

Budget Planning Subcommittee

Facilities Planning Subcommittee

Human Resources Planning Subcommittee

Technology Planning Committee

Quorum

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

Overarching Guiding Principles for DPAC Planning Subcommittees

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

Responsibilities of the Planning Subcommittees Co-Chairs

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

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



Date	Topic	Presented to/Considered/Discussed by DPAC	Consensus/Action Superintendent's Responses to DPAC Recommendations Recommendation to Superintendent/President
Sorted Chronologically			
July 26, 2023	DPAC 2022-2023 Annual Report	Draft: DPAC 2022-2023 Annual Report	Motion was made by Jamar London and seconded by Peter Morse to approve the DPAC 2022-2023 Annual Report. <i>Unanimously approved.</i>
July 26, 2023	Strategic Education Plan, 2024-2029	<p>Update on Master Plan Work Group (Report from Vice-President Jason Beardsley, read by DPAC Chair Mike Tuitasi)</p> <p>The consultancy Kennedy & Company is on track to begin its work at the start of the fall 2023 term. They have recommended the shape and scope of the master plan workgroup and have suggested the members for the Education Master Plan Committee, and that representative leaders from the respective areas would contribute to the success of the master plan workgroup and, ultimately, the master plan itself. Senior Staff have also been briefed on the recommended structure of the workgroup.</p> <p>The proposed membership for the Education Master Plan Committee includes leaders from the following areas. The individuals names may be</p>	

Date	Topic	Presented to/Considered/Discussed by DPAC	Consensus/Action Superintendent's Responses to DPAC Recommendations Recommendation to Superintendent/President
		<p>subject to delegation by the appropriate vice president:</p> <ol style="list-style-type: none"> 1. Academic Affairs – Interim Vice-President Jason Beardsley 2. Enrollment Development – Vice-President Teresita Rodriguez 3. Advising/Student Success/Retention – Vice-President Mike Tuitasi 4. Academic Senate (2-3 faculty members at the Academic Senate President's discretion) 5. Facilities (to ensure our campus infrastructure aligns with the educational vision) – As delegated by Vice-President Chris Bonvenuto 6. Workforce Development (internal WED leader and, potentially, a community/advisory board partner) – to be determined by Academic Affairs 7. Diversity, Equity, and Inclusion (DEI) – or, for SMC, Equity, Pathways, and Inclusion – Interim Dean Maria Muñoz <p>The Education Master Plan workgroup would report directly to DPAC through Vice-President Jason Beardsley as the senior staff member charged by DPAC with the completion of a master plan for education (DPAC Action Plan #1 for 2023-2024). Note that this workgroup would not be a DPAC subcommittee but would regularly report to DPAC. Furthermore, while the workgroup itself would consist of roughly 10 members, those personnel, in collaboration with Kennedy & Co., will</p>	

Date	Topic	Presented to/Considered/Discussed by DPAC	Consensus/Action Superintendent's Responses to DPAC Recommendations Recommendation to Superintendent/President
		<p>seek input from stakeholders across the SMC campus and community. Subgroups and town-hall style meetings will be convened to share and discuss ideas for the arc of SMC's future education programming.</p> <p>Comments and suggestions made by DPAC members:</p> <ul style="list-style-type: none"> • It was recommended that membership on the Education Master Plan Committee include representatives of classified staff and students, and three faculty members • Is there a written report from the consultants that can be shared with DPAC? • It was recommended that DPAC vote to approve the membership of the Committee • What is the timeline and the process for approval of the MPE? 	
July 26, 2023	Mission Statement Task Force	<p>Mission Statement Task Force: The members of the Task Force were introduced. The first meeting of the Task Force will be held on August 11, 2023.</p> <p>Mike Tuitasi, Chair Ashanti Blaze, Academic Senate Representative Ciarán Brewster, Academic Senate Representative Matthew Hotsinpiller, Faculty Association Representative Janet Kleinman, CSEA (Classified) Representative Carla Alvarado, CSEA (Classified) Representative Maria Muñoz, Administrative Representative Silvana Carrion, Management Association Representative Dennis Biddle, Management Association Representative</p>	

Date	Topic	Presented to/Considered/Discussed by DPAC	Consensus/Action Superintendent's Responses to DPAC Recommendations Recommendation to Superintendent/President
August 23, 2023	Accreditation	<p>Accreditation Update: Preparation for the accreditation visit in September 2023 is underway. The visiting team members are Dr. Keith, Flamer, Chair of the team, Dr. David Wain Coon, Vice Chair, and Dr. Margarita Pillado. They will be visiting SMC for a day and a half, and will physically be on campus for the visit on Tuesday, September 26th for a full day, starting with a meeting Superintendent/ President Kathryn Jeffrey, and then conducting an open forum for all college constituent groups 12 to 12:30 p.m. That afternoon they will conduct two or three interviews - one interview will focus on outcomes and the second interview will be with the Academic Senate President. There is the possibility of a third interview if they choose to, that will be most likely be about student records. Wednesday will be a half day when they will meet with Dr. Jeffrey, and they will have their final remarks on Wednesday afternoon, focusing on SMC's core inquiry. The co-editors will be working closely with the Accreditation leads to make sure that the format of the response is in the proper format required by the ACCJC. It is planned to have the response sent before the Labor Day holiday.</p>	
August 23, 2023	DPAC Meetings Starting in Fall 2023	<p>DPAC Meetings in-person starting Fall 2023. Link to: Memo from Campus Counsel SMC Brown Act bodies have held remote meetings initially under emergency orders authorized by the Governor and, more recently, under the provisions authorized by Assembly Bill 361 (AB 361). In</p>	

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		<p>accordance with AB 361, the Board of Trustees has adopted monthly findings concerning emergency conditions that authorize entirely remote meetings. However, beginning in September, it is no longer recommended that the Board of Trustees adopt such findings. Accordingly, remote meetings can only be held in accordance with traditional teleconferencing requirements or the provisions of Assembly Bill 2449 which became effective on January 1, 2023. Both traditional Brown Act teleconferencing rules and the new provisions of AB 2449 significantly curtail the ability to hold remote meetings.</p> <p>It was agreed that the meetings DPAC be conducted in accordance with AB 2449 which allows for meetings to be conducted via zoom to allow for remote participation. DPAC will start meeting in person starting in Fall 2023 in SSC 396 (Academic Affairs Conference Room) and via zoom to allow for remote participation. A quorum of DPAC members must participate in person from a singular physical location. Remote participation by DPAC members is only available if one of the two conditions are met: Just cause or emergency circumstance.</p>	
August 23, 2023	Strategic Education Plan, 2024-2029	Update on Master Plan Work Group: Vice-President of Academic Affairs Jason Beardsley provided some updates on the membership of the Master Plan Work Group and responded to questions and comments presented at the DPAC meeting on July 26, 2023.	

Date	Topic	Presented to/Considered/Discussed by DPAC	Consensus/Action Superintendent's Responses to DPAC Recommendations Recommendation to Superintendent/President
		<ul style="list-style-type: none"> It was recommended that membership on the Education Master Plan Committee include representatives of classified staff and students, and three faculty members. Response: Classified staff, students, and faculty have been invited to join the committee Following is the revised membership roster developed in response to DPAC's feedback: Academic Affairs – Interim Vice-President of Academic Affairs Jason Beardsley Enrollment Development – Vice-President of Enrollment Development, Teresita Rodriguez Advising/Student Success/Retention – Vice-President of Student Affairs Mike Tuitasi Academic Senate (three faculty members chosen in consultation with the Academic Senate) Facilities (to ensure the campus infrastructure aligns with the educational vision) – As delegated by Vice-President of Business/Administration, Chris Bonvenuto Workforce Development (internal WED leader and, potentially, a community/advisory board partner) – Judy Kruger, Santa Monica Chamber of Commerce Diversity, Equity, and Inclusion (DEI) – Or, for SMC, Equity, Pathways, and Inclusion – Interim Dean of Equity, Pathways, and Inclusion Maria Muñoz Classified Staff – Selected in consultation with CSEA leadership Student(s) – Selected in consultation with Associate Students President Cecilia Jeong 	

Date	Topic	Presented to/Considered/Discussed by DPAC	Consensus/Action Superintendent's Responses to DPAC Recommendations Recommendation to Superintendent/President
		<ul style="list-style-type: none"> Is there a written report from the consultants that can be shared with DPAC? If not now, maybe later. Response: It was an emailed list, not a lengthy report, following a Zoom conversation. It was recommended that DPAC vote to approve the membership of the Committee. Response: DPAC will be regularly briefed on the activities and milestones of the Education Master Plan Workgroup. DPAC is not required to approve the membership of the workgroup. What is the timeline and the process for approval of the MPE? Response: Spring 2024 delivery is planned. Key milestones are still in development with the consultancy and the committee. The arc of the production process will include many forums, focus groups, conversations with campus community members, and then sharing findings and continued feedback, as the report itself is refined, and presented to important college groups. The MPE will be presented to DPAC for review, and a recommendation will be forwarded to the Superintendent/President for consideration. It was agreed that a monthly update on the Master Plan Work Group be included on the agenda for DPAC meetings. 	
August 23, 2023	DPAC Orientation	Link to: DPAC Orientation Link to: Draft DPAC Scope and Function 2023-2024	

Date	Topic	Presented to/Considered/Discussed by DPAC	Consensus/Action
August 23, 2023	2022-2023 Annual Action Plans Year-end Report	Year-end Report on 2022-2023 Annual Action Plans .	Superintendent’s Responses to DPAC Recommendations Recommendation to Superintendent/President Motion was made by Peter Morse and seconded by Jason Beardsley to approve the Year-End Report on the 2022-2023 Annual Action Plans. <i>Unanimously approved</i>
September 13, 2023	2024-2025 Annual Action Plans	Discussion: Annual Action Plans for 2024-2025. This initial discussion for developing Annual Actions Plans for 2024-2025 included the following suggestions and comments: <ul style="list-style-type: none"> • Link Program Review and IEC into the planning process. Look at themes/trends that rise to the institutional level • Annual Action plans should be data driven, other individual programs requests should go through the PBAR process • Consider other current college initiatives • Refer to the Strategic Planning and Facilitation Report, 2017-2022 The deadline for finalizing 2024-2025 AAPs is December 13,2023	Motion was made by Chris Bonvenuto and seconded by Jason Beardsley to ask the DPAC Council of Presidents to invite the Program Review and Institutional Research Committee teams to attend a DPAC meeting to provide updates and data to help DPAC in planning and developing Annual Action Plans.
September 13, 2023	Strategic Education Plan, 2024-2029	Update: Master Plan for Education <ul style="list-style-type: none"> • Membership Update • Planning Framework Sketches Link to: MPE Update	
September 13, 2023	DPAC Database	Discussion: DPAC Database. This discussion centered around the request that a centralized data base be created so that DPAC documents and other planning documents can be efficiently accessed. There was agreement that a centralized repository of planning documents would be helpful.	

Date	Topic	Presented to/Considered/Discussed by DPAC	Consensus/Action Superintendent's Responses to DPAC Recommendations Recommendation to Superintendent/President
		<p>The responsibility of overseeing this type of project would need to fall under a lead administrator for planning and development to gather the information and who has a staff to input the data. That position does currently not exist. It was reported that the Superintendent/President is in the process of reviewing the senior administrative positions, responsibilities and structure, and she is aware of the need for an administrative lead for planning at the college.</p>	
October 11, 2023	2024-2025 Annual Action Plans	<p>Discussion: Annual Action Plans for 2024-2025</p> <ul style="list-style-type: none"> • Program Review Committee (this report was deferred to Fall 2024) • Institutional Effectiveness Committee Link to: 2022-2023 IEC Report, April 2023 The Institutional Effectiveness (IE) Committee is responsible for: <ul style="list-style-type: none"> • reviewing data metrics and other information assessing institutional effectiveness, • making recommendations to DPAC to identify college priorities and institutional planning based on analyses of the college's performance on the IE metrics against target goals and institution-set standards; and, • providing input on the data to be included in the program review process <p>The Chair and Vice-Chair of the Joint Academic Senate Institutional Effectiveness Committee (IEC) presented the Committee's 2022-2023 Report and Recommendations. Link to: IEC Presentation</p>	

Date	Topic	Presented to/Considered/Discussed by DPAC	Consensus/Action Superintendent's Responses to DPAC Recommendations Recommendation to Superintendent/President
		<p>Recommendations:</p> <ol style="list-style-type: none"> 1) Noncredit Certificates: Create system to improve noncredit certificate completion 2) Improve Completion: Design intervention for students predicted not to complete 3) Inquiry: Conduct inquiry related to high units accumulated among degree completers 4) ADT and Transfer: Maximize opportunities for Black and Latine/x students' transfer success 5) PD on Careers: Equity-centered and culturally responsive professional development for faculty on careers in their disciplines <p>DPAC discussed the possibility of developing 2024-2025 Annual Action Plans related to the IEC's recommendations. It was agreed that #2 and #5 could be tied to Annual Action Plans that focus on enrollment, retention, student success and equity. It was suggested that the 2024-2025 Annual Actions Plans be focused on research and inquiry without additional funding attached.</p> <p>College equity leads and instructional support leads will be invited to the next DPAC meeting to provide input that could assist DPAC in developing 2024-2025 Annual Action Plans.</p>	
November 8, 2023	2024-2025 Annual Actions Plans	<p>Discussion: Annual Action Plans for 2024-2025</p> <p>DPAC is exploring ways to allocate resources for the college to improve student retention and success. SMC equity leads and instructional support leads were invited to provide input that</p>	

Date	Topic	Presented to/Considered/Discussed by DPAC	Consensus/Action Superintendent's Responses to DPAC Recommendations Recommendation to Superintendent/President
		<p>could assist DPAC in developing 2024-2025 Annual Action Plans.</p> <p>The following leads attended and shared information in their respective areas:</p> <ul style="list-style-type: none"> ▪ Wendi DeMorst, Associate Dean of Student Instructional Support <ul style="list-style-type: none"> Key points: <ul style="list-style-type: none"> - Student workers are required to maintain 12 units which is a problem in maintaining Supplemental Instruction (SI) leaders. - Explore priority enrollment for (SI) leaders to help them plan their schedules - Increase online tutoring - Explore the benefits of centralized vs. decentralized tutoring - Gather evidence that students working with SI leaders have greater success Link to presentation: Service Level for Tutoring ▪ Sara Nieves-Lucas, Counseling Chair <ul style="list-style-type: none"> - Counseling has been imbedded in English and Math to support the faculty and visit the classrooms to inform the students of services available to them - Currently working with IR (Hannah Lawler) to conduct survey on students to determine the impact 	

Date	Topic	Presented to/Considered/Discussed by DPAC	Consensus/Action Superintendent's Responses to DPAC Recommendations Recommendation to Superintendent/President
		<ul style="list-style-type: none"> - 16 embedded English 1/28 sections, where a minimum of three visits have and will be conducted. For every visit, we also provide SMC folders with: counseling brochure, workshop schedule, tutoring flyer, basic needs card and Transfer flyer. Marketing created a flyer on How to Use Counseling Services. - 17 on-time visits have been conducted to English and Math. - Visits to the classrooms are done on Zoom and In-Person. - Relationships between Teaching and Counseling Faculty are being created to support the success of the student. <p>Following are areas identified that would require additional funding and/or other resources to expand/enhance the program:</p> <ul style="list-style-type: none"> - Additional part-time counselors are needed to handle increase of students on ground and online so that the full-time Counselors can continue to participate in the embedded program. - Would like to expand create an embedded Math and support courses. Also would like to expand to include English 1 courses. ▪ Vanan Yahnian, STEM Project Manager <ul style="list-style-type: none"> - SMC is currently in year three of third cycle of the STEM grant (overall 13 years of grant funding for STEM) - Implemented a wraparound support model 	

Date	Topic	Presented to/Considered/Discussed by DPAC	Consensus/Action Superintendent's Responses to DPAC Recommendations Recommendation to Superintendent/President
		<p>Following are areas identified that would require additional funding and/or other resources to expand/enhance the program:</p> <ul style="list-style-type: none"> - Decrease the number of units required for tutors. 12 unit limit and limited funding present challenges for hiring tutors. - Counselors and tutoring peer supports are granted-funded activities, only one counselor has been institutionalized. - Increase the number of engineering faculty. There is only one full-time engineering faculty member and those classes are in high demand. - Funding for students to intern at partner institutions. - Build a comprehensive alumni program. - STEM administrator - More space needed 	
November 8, 2023	Strategic Education Plan, 2024-2029	<p>Update:</p> <ul style="list-style-type: none"> ▪ The name was changed to Strategic Education Plan. ▪ The workgroup has been meeting every other Friday. ▪ Recent and upcoming deliverables ▪ Link to: Market research by Kennedy and Company ▪ Next steps: Discovery interviews on site, November 13 and 14, 2023; Discover Insights Report; and enrollment forecasting analysis. <p>A draft of the plan will be prepared and circulated in the spring for feedback to the work group.</p>	

Date	Topic	Presented to/Considered/Discussed by DPAC	Consensus/Action Superintendent's Responses to DPAC Recommendations Recommendation to Superintendent/President
		<p>Website and Public Sessions</p> <p>The website will provide public information about the work group, the work group members, the timeline and related documents. It will also include a link to an archive of the previous education master plan and updates. Link to website: Strategic Education Plan</p> <p>There will be an asynchronous opportunity to offer community members 24/7 access to a suggestion box.</p>	
December 13, 2023	Mission and Vision Statement Taskforce	<p>Update: The membership of the Taskforce consists of Mike Tuitasi, Maria Muñoz, Silvana Carrion, Dennis Biddle, Matthew Hotsinpiller, Ashanti Blaize, Ciaran Brewster, Carla Alvarado, Janet Kleinman (first meeting) and Cecilia Jeong. The Institutional Research Team (Dr. Hannah Lawler and her team) has provided support.</p> <p>The Task Force decided to start fresh instead of adding to the existing mission statement. It will look at the college goals and priorities and how the college has provided support services and academic resources over the past six years.</p> <p>There were ten imaging sessions held in October and November where information was gathered from the college community, including students, faculty, classified professionals and managers. Four different prompts were presented in each of the</p>	

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		<p>sessions to which staff provided input. An online survey was also created to solicit additional input. The top 15 values that resonated were accountability, community collaboration, integrity, authenticity, compassion, growth, respect, inclusion, learning, kindness, state equity, excellence and teamwork. All themes and information gathered from those meetings will be compiled, and two or three Task Force members will draft a statement to present to the group for review in January. A final draft will be circulated to the college community and constituents for additional feedback. It is hoped that a final version will be ready in March to be presented to the Board of Trustees for approval at its April meeting.</p>	
December 13, 2023	Strategic Education Plan, 2024-2029	<p>Update: The Strategic Education Plan (SEP) Workgroup is guiding the district's development of its next Strategic Education Plan. Supported by the consultancy Kennedy & Co., the SEP Workgroup is gathering ideas and perspectives from members of the SMC campus community through interviews and a survey available on the SEP website. Additional, in-person engagement with faculty, staff, and managers is planned for the spring 2024 term.</p> <p>The update included the following recent developments:</p> <ul style="list-style-type: none"> • SEP Website • Campus Survey 	

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		<ul style="list-style-type: none"> • Kennedy & Co. Report – “Discovery Insights and Program Demand” • Timeline Link to: SEP Presentation	
December 13, 2023	2024-2025 Annual Action Plans	<p>The Academic Senate recently approved a resolution to urge DPAC to recommend the revision of the SEM plan by Fall 2024 so it identifies a path to reach and surpass the Hold Harmless Goal with aspirational benchmarks to return the College to enrollment levels that pay for growth and to articulate accountability as to how and by whom the plan will be implemented.</p> <p>Vice-President of Enrollment Development Teresita Rodriguez responded by indicating that the Strategic Enrollment Management (SEM) Plan seeks to clearly articulate goals and strategies designed to maximize student enrollment and student success. The annual targets are based on current trends. However, the college aims to re-grow as quickly as feasible and the “Hold Harmless Goal” is the ultimate target (see page 8 of the Strategic Enrollment Management (SEM) Plan). It also indicates that every year the strategies are implemented and evaluated, the trends will be updated and new goals will be set for the coming year. There is nothing in the plan nor in the planning that limits how quickly the college would grow; the goal is to try to get there as quickly as possible.</p> <p>After some discussion, it was suggested that an annual action plan be developed to support efforts</p>	

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		to re-engage and retain students. Mike Tuitasi will draft an annual action plan to present at the next DPAC meeting.	
January 10, 2024	2024-2025 Annual Action Plans	A draft of 2024-2025 Annual Action Plan to <i>Develop a Plan to Increase Student Persistence and Retention from Fall 2024 to Spring 2025</i> was presented for review. After some discussion, it was suggested the draft be sent to DPAC members to provide additional input, and a revised draft will be presented at the next DPAC meeting.	
January 24, 2024	Budget: Governor's Budget for 2024-2025	<p>This is the beginning of the State budget process, things can and will change. 2024-2025 Budget Act:</p> <ul style="list-style-type: none"> • Projected <\$37.9 billion> budget deficit <ul style="list-style-type: none"> • LAO projects a <\$68.0 billion> budget deficit • Attributable to declines in Personal Income Tax (PIT) <ul style="list-style-type: none"> - PIT accounts for 66% of State Revenue - 50% of PIT is from Top 1% (180,000 taxpayers) - Specific issue is Capital Gains which dropped from 11.6% to 5% - Issue was "hidden" due to delayed tax filing related to winter storms <p>The Governor notes risk but does not forecast a recession. Link to: Governor's Budget Presentation</p>	
January 24, 2024	2024-2025 Annual Action Plans	A draft of 2024-2025 Annual Action Plan to <i>Develop a Plan to Increase Student Persistence and Retention from Fall 2024 to Spring 2025</i> was	

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		<p>presented for review. After some discussion, it was suggested that this AAP not include the specific goals and focus instead on the identification, coordination and assessment of college-wide retention and persistence activities. The AAP will include the establishment of a DPAC Subcommittee to oversee this effort with a lead person from Student Affairs and Academic Affairs. The charge to the subcommittee will be to identify the retention and persistence components of existing college plans and activities (e.g., Strategic Enrollment Management (SEM) Plan, Student Equity Plan, Guided Pathways, Facilities Master Plan, Professional Development, Onboarding), develop a means for assessment of success/improvement and coordinate a schedule of reports for DPAC in Spring 2025. A draft of the revised AAP will be presented for review and discussion at the next DPAC meeting.</p>	
February 14, 2024	Commencement 2024	<p>Dean of Enrollment Services Esau Tovar and Dean of Community and Academic Relations Kiersten Elliott presented the following suggestions for changing the commencement ceremony this year to be held on June 11, 2024:</p> <ul style="list-style-type: none"> • Start at 4 p.m. instead of 5 p.m. partially to reduce the funds spent on overtime pay. • Remove the outside commencement speaker portion of the program and instead include more culturally relevant, inclusive and student-focused activities. 	

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		They will be soliciting feedback from the various college constituencies. Associated Students President Cecilia Jeong will present the concept to the A.S. Board and report back to DPAC.	
February 14, 2024	Naming of Student Services Center	<p>Dr. Tyffany Dowd, Interim Dean of Counseling, presented a proposal on behalf of a committee consisting of several current and retired SMC staff to name the Student Services Center after Dr. Robert Adams in honor of his 30 years of service to Santa Monica College, his advocacy for the Student Services Center, creation of the SMC Welcome Center, laying the foundation for the SMC Counseling Department and special counseling programs, and being instrumental in securing SMC's Hispanic Serving Institution status.</p> <p>Link to: Robert Adams Proposal Presentation</p> <p>The proposal was previously submitted to Superintendent/President Kathryn Jeffery to name the Student Services Center in honor of Dr. Robert Adams, former SMC Vice-President of Student Affairs. Dr. Jeffery reviewed the Board Policy on Naming of College Facilities and realized that there is not a corresponding Administrative Regulation that describes a request process and criteria for consideration. The current process for naming buildings and rooms is connected to SMC Foundation in recognition of a sizeable donation. It was reported that an Administrative Regulation on Naming of Facilities is being developed.</p>	<p>Motion was made by Peter Morse and seconded by Elaine Roque that DPAC recommend to the Superintendent/President to move forward with the process to name the Student Services Center in honor of Dr. Robert Adams.</p> <p><i>Unanimously approved.</i></p>

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		Following her meeting with the proposal committee, Dr. Jeffery requested that DPAC consider the proposal and make a recommendation to her.	
February 14, 2024	Mission and Vision Statement Task Force	Update: A draft of a new Vision and Mission Statement has been sent out to the Task Force members for review and input. They will meet on March 7 th to discuss and edit, if needed. It will then be circulated to the college community for additional input and finalized for presentation to the Board of Trustees at its meeting in April.	
February 14, 2024	Strategic Education Plan, 2024-2029	Update: Consultants Kennedy and Company is working with the College to create a long range education plan through 2023-2033 and identify the key planning element and parameters for long-term development. They conducted a legacy program analysis that provided an opportunity to look at SMC's current inventory of programs in relation to regional market trends and to do a gap and opportunity analyses. The deliverable, or tasks started with basic demographic and fact gathering, market and demographic analysis and academic portfolio analysis. Link to Presentation: Strategic Plan for Education	
February 14, 2024	2024-2025 Annual Action Plan	A new draft of 2024-2025 Annual Action Plan was presented to DPAC for discussion:	

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		<p><i>Form a DPAC Sub-committee that focuses on improving student retention and persistence outcomes. The sub-committee will follow DPAC guidelines and include representatives from Administration, Managers, Academic Senate, Faculty Association, Classified Professionals, and Associated Students.</i></p> <p>There was concern that the formation of a subcommittee of DPAC to focus on improving student retention and persistence outcomes would duplicate/overlap efforts already occurring in other areas; e.g. Guided Pathways, Enrollment Development. After some discussion, it was suggested that an ad hoc committee of DPAC be formed to identify college-wide plans and activities to increase student persistence and retention, and schedule regular updates to DPAC by representatives of those groups doing the work. . Another draft of the revised AAP will be presented for review and discussion at the next DPAC meeting.</p>	
February 28, 2024	Commencement 2024	<p>Associated Students President Cecilia Jeong reported that she presented the issue of commencement to the A.S. Board. She mentioned that the life cycle of a student at a community college is pretty short, and many of the A.S. Board members have not experienced a commencement ceremony. Suggestions included the following: having an area of interest ceremony where students are divided into their respective areas of interest/majors; reduce time of individual</p>	

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		students' names being called; stronger commencement speaker; include degrees in the booklet; and satellite campus graduations.	
February 28, 2024	Facilities Master Plan	<p>Update: Vice-President of Academic Affairs Jason Beardsley; Vice-President of Business/Administration, Chris Bonvenuto; Senior Director of Government Relations/Institutional Communications Don Girard; Charlie Yen, Director of Facilities Planning and Construction; and Theresa O'Neill, Senior Planner/Senior Associate of DLR Group shared the facilities master plan process, explained what it hopes to achieve and presented the proposed plan. The facilities master planning process has been a very hands-on, collaborative effort with leaders from SMC and the consultants, DLR Group.</p> <p>An update to the Educational Master Plan is also underway at Santa Monica College, with ratification of the plan anticipated in June 2024. The educational master planning and facilities master planning complement one another as SMC pursues its mission to equitably "support students in achieving their educational goals" as "a leader and innovator in learning and achievement." The facilities master planning process initially began in 2019 and made it all the way to a draft preliminary master plan in early 2020. It was paused during the pandemic and started up again in 2023. New analysis considers the significant impact of online education and updated enrollment projections.</p>	

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		<p>The facilities planning process builds in flexibility to accommodate future program needs and locks in height and volume only, not users, etc. The plan eliminates buildings that do not serve the mission and represent looming deferred maintenance costs and allow for building more efficient space for an overall reduction in square footage with new buildings that meet today's academic standards, removing buildings to allow for new spaces on those footprints to create a more welcoming and diverse outdoor campus environment.</p> <p>Link to: Facilities Master Plan Update</p>	
February 28, 2024	2024-2025 Annual Action Plan	<p>Finalize 2024-2025 Action Plan to forward to Senior Staff, Fiscal, and Budget Committee: The following revised 2024-2025 Annual Action Plan was presented for discussion and approval:</p> <ul style="list-style-type: none"> Identify retention and persistence components of existing college plans and activities, develop recommendations on how to improve coordination of the plans and develop recommendations on how to assess the annual impact of each plan on retention and persistence. 	<p>Motion was made by Elaine Roque and seconded by Chris Bonvenuto to approve the revised 2024-2025 Annual Action Plan and forward it to Senior Staff, Fiscal, and Budget Committee.</p> <p><i>It was unanimously approved.</i></p>
March 13, 2024	Naming of Student Services Center	<p>DPAC Recommendation to Superintendent/President</p> <p>Motion was made by Peter Morse and seconded by Elaine Roque that DPAC recommend to the Superintendent/President to move forward with the process to name the Student Services Center in honor of Dr. Robert Adams. <i>Unanimously approved.</i></p>	<p>Superintendent's Response</p> <p>I considered the recommendation from DPAC to move forward with the process of naming the Student Services Center in honor of Dr. Robert Adams. Because this is an</p>

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			honorary designation, the direct cost of naming the building (<i>i.e. cost of signage and installation</i>), along with an amount equal to 20% of the direct cost to be used as a maintenance fund, will need to be covered by a donation to the SMC Foundation. Once the funds are in place to cover the costs of honorific naming, I will forward a recommendation to the Board of Trustees for consideration.
March 13, 2024	Budget Committee Recommendation	The Budget Committee recommends to DPAC to recommend to the Superintendent/ President to fund items as presented in the IEC and Outreach request. We further recommend that if the request is funded, IEC and Outreach departments return in one year's time to the Budget Committee to give a full assessment of the activities and identify any additional resources needed to further the growth of non-resident enrollment. Motion: Mitch Hesel Seconded: Kennisha Green Ayes: 11 Nays: 0 Abstentions: 0 <i>Motion was approved unanimously</i>	
March 13, 2024	Naming of Student Services Center		<u>Superintendent/President's Response to DPAC Recommendation.</u> Dr. Jeffery's response indicates that because this is an honorary designation, the direct cost of naming the building (<i>i.e. cost of</i>

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			<p><i>signage and installation</i>), along with an amount equal to 20% of the direct cost to be used as a maintenance fund, will need to be covered by a donation to the SMC Foundation. The group who presented the proposal to name the Student Services Building in honor of Robert Adams will be notified of the funds needed. Once the funds are in place to cover the costs of honorific naming, she will forward a recommendation to the Board of Trustees for consideration.</p>
March 13, 2024	Budget Committee Recommendation to DPAC	<p>The Budget Committee recommends to DPAC to recommend to the Superintendent/ President to fund items as presented in the IEC and Outreach request. We further recommend that if the request is funded, IEC and Outreach departments return in one year's time to the Budget Committee to give a full assessment of the activities and identify any additional resources needed to further the growth of non-resident enrollment. Motion: Mitch Heskell Seconded: Kennisha Green Ayes: 11 Nays: 0 Abstentions: 0 <i>Motion was unanimously approved</i></p>	<p><u>DPAC Recommendation to Superintendent/President</u> Motion was made by Peter Morse and seconded by Cindy Ordaz that DPAC forward the recommendation to fund items as presented in the IEC and Outreach request to the Superintendent/President for consideration.</p> <p>It was further recommended by the Budget Committee that if the request is funded, IEC and Outreach departments return in one year's time to the Budget</p>

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			<p>Committee to give a full assessment of the activities and identify any additional resources needed to further the growth of non-resident enrollment.</p> <p><i>Motion was unanimously approved.</i></p>
March 13, 2024	Information Technology Strategic Plan	<p>Calvin Madlock, Chief Director of Information Technology, highlighted the following visions of the IT Strategic Plan:</p> <ul style="list-style-type: none"> • Vision 1: Modern and Reliable Technology • Vision 2: Planned and Secure Technology Environment • Vision 3: Outstanding Student Experience • Vision 4: Ready and Able IT Team <p>Link to: IT Strategic Plan Presentation</p>	
March 13, 2024	Mission and Vision Statement Task Force	<p>Update: The first draft of the Mission Statement has been completed and circulated for review by the college constituency groups (due March 18th). Upon receipt of input, the Task Force will meet to prepare a second draft which will be circulated again to the college community in early April. The timeline for finalizing the Statement has been pushed back to allow more opportunity for input by the college community.</p>	
March 13, 2024	Strategic Education Plan, 2024-2029	<p>Update: The updated SEP Website includes the following:</p> <ul style="list-style-type: none"> • Link to the survey to help guide SMC's strategic planning process with input from the college community; • Members of the workgroup; 	

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		<ul style="list-style-type: none"> • Timeline; • Documents that the consultancy Kennedy & Company has delivered throughout 2023-2024 that shed light on education program development opportunities; • Links to additional planning documents. 	
March 27, 2024	Budget Committee Recommendation to DPAC	<p>DPAC Recommendation to Superintendent/President Motion was made by Peter Morse and seconded by Cindy Ordaz that DPAC forward the recommendation to fund items as presented in the IEC and Outreach request to the Superintendent/President for consideration.</p> <p>It was further recommended by the Budget Committee that if the request is funded, IEC and Outreach departments return in one year's time to the Budget Committee to give a full assessment of the activities and identify any additional resources needed to further the growth of non-resident enrollment.</p> <p><i>Unanimously approved.</i></p>	<p><u>Superintendent/President's Response to DPAC Recommendation:</u> Approved</p>
March 27, 2024	Guided Pathways Implementation Team	<p>Update:</p> <p>The SMC team recently participated in the final Institute of the CAGP Phase Two: <i>Creating Sustainability and Charting the Path Forward</i> where they presented work accomplished and things learned over the past four years.</p> <ul style="list-style-type: none"> • Accomplishments: Areas of Interest and Program Maps; Student Success Teams; Equitizing Gateway Courses Professional Development Program; Cross-functional/Cross-hierarchical Inquiry/Work Teams 	

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		<ul style="list-style-type: none"> • Evolutions to the Student Experience • Key Epiphanies <p>Moving Forward: Next Steps</p> <p>Following are the proposals presented by the team:</p> <ul style="list-style-type: none"> • SMC (via DPAC) should: <ul style="list-style-type: none"> – Align/Integrate various plans/recommendations – Develop a prioritization and comprehensive timeline of action/implementation – Develop a college-wide aligned/integrated leadership structure which pushes the work forward for all groups in an integrated/aligned way changes “business as usual” so that efforts are not additive utilizes “Design Teams” focused on specific efforts for specified period of time. <p>DPAC members received a draft of the Redesign Report to review. Link to update presented at DPAC Meeting: Redesign Update</p>	
May 8, 2024	Mission and Vision Statement Task Force	<p>Update: Mission and Vision Statement Task Force</p> <ul style="list-style-type: none"> • The first draft of the Mission and Vision Statements were created based on information gathered from the live imagining sessions, online survey, and Taskforce participation. • The first draft was sent to the college community for feedback via online survey. • The first draft was then revised by the Taskforce and included information received from the college community survey. 	

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		<ul style="list-style-type: none"> • The second draft is now available for feedback. • After feedback is received from the college community on the second draft, the Taskforce will make edits for the third draft. • The third draft will be sent to college leadership for input (Associated Student Board, CSEA, Faculty Association, Academic Senate, Management Association, Senior Staff, and the Board of Trustees) 	
May 8, 2024	Guided Pathways Implementation Team	DPAC discussed ways to implement the work of the Guided Pathways Team into the college structure. It was agreed that a college-wide leadership structure is needed to integrate all institutional planning efforts/documents to help guide the work to be incorporated into the Strategic Education Plan that is being developed. Discussion will continue during the summer with the goal of developing recommendations.	
May 8, 2024	2023-2024 Annual Action Plan Update	<p>2023-2024 Annual Action Plan #2 Update: Launch the EpiCenter</p> <p>The EpiCenter Update 2024 included the following:</p> <ul style="list-style-type: none"> • Vision • Mission • Leadership • The EpiCenter Team • The EpiCenter PD Workflow • Progress to Date • Coming Soon <p>Link to: EpiCenter Presentation</p>	

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May 22, 2024	Strategic Education Plan, 2024-2029	<p>The update highlighted the following:</p> <ul style="list-style-type: none"> • Kennedy & Co. Deliverables • Mission & Vision • Strategic Plan for Education Outline • Next steps <p>Link to Presentation at DPAC: Kennedy & Company Final Report</p> <p>It was suggested that a workshop on the Strategic Plan for Education be included in the Fall 2024 Professional Development Day and that opportunities for feedback from the college community be provided.</p>	
May 22, 2024	2024-2025 Annual Action Plan with Budget Committee Input	The Budget Committee determined that there is no fiscal impact for the 2024-2025 Action Plan regarding retention and persistence.	Motion was made by Peter Morse and seconded by Jason Beardsley to forward the 2024-2025 Annual Action Plan to the Superintendent/President for consideration.



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Sorted by Topic Alphabetically			
August 23, 2023	2022-2023 Annual Action Plans Year-end Report	Year-end Report on 2022-2023 Annual Action Plans .	Motion was made by Peter Morse and seconded by Jason Beardsley to approve the Year-End Report on the 2022-2023 Annual Action Plans. <i>Unanimously approved</i>
September 13, 2023	2024-2025 Annual Action Plans	Discussion: Annual Action Plans for 2024-2025. This initial discussion for developing Annual Actions Plans for 2024-2025 included the following suggestions and comments: <ul style="list-style-type: none"> • Link Program Review and IEC into the planning process. Look at themes/trends that rise to the institutional level • Annual Action plans should be data driven, other individual programs requests should go through the PBAR process • Consider other current college initiatives • Refer to the Strategic Planning and Facilitation Report, 2017-2022 The deadline for finalizing 2024-2025 AAPs is December 13,2023	

<p>October 11, 2023</p>	<p>2024-2025 Annual Action Plans</p>	<p>Discussion: Annual Action Plans for 2024-2025</p> <ul style="list-style-type: none"> • Program Review Committee (this report was deferred to Fall 2024) • Institutional Effectiveness Committee Link to: 2022-2023 IEC Report, April 2023 The Institutional Effectiveness (IE) Committee is responsible for: <ul style="list-style-type: none"> • reviewing data metrics and other information assessing institutional effectiveness, • making recommendations to DPAC to identify college priorities and institutional planning based on analyses of the college’s performance on the IE metrics against target goals and institution-set standards; and, • providing input on the data to be included in the program review process <p>The Chair and Vice-Chair of the Joint Academic Senate Institutional Effectiveness Committee (IEC) presented the Committee’s 2022-2023 Report and Recommendations. Link to: IEC Presentation Recommendations:</p> <ol style="list-style-type: none"> 1) Noncredit Certificates: Create system to improve noncredit certificate completion 2) Improve Completion: Design intervention for students predicted not to complete 3) Inquiry: Conduct inquiry related to high units accumulated among degree completers 4) ADT and Transfer: Maximize opportunities for Black and Latine/x students’ transfer success 5) PD on Careers: Equity-centered and culturally responsive professional development for faculty on careers in their disciplines <p>DPAC discussed the possibility of developing 2024-2025 Annual Action Plans related to the IEC’s recommendations. It was agreed that #2 and #5</p>	<p>Motion was made by Elaine Roque and seconded by Chris Bonvenuto to approve the revised 2024-2025 Annual Action Plan and forward it to Senior Staff, Fiscal, and Budget Committee. <i>It was unanimously approved.</i></p>
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		<p>could be tied to Annual Action Plans that focus on enrollment, retention, student success and equity. It was suggested that the 2024-2025 Annual Actions Plans be focused on research and inquiry without additional funding attached.</p> <p>College equity leads and instructional support leads will be invited to the next DPAC meeting to provide input that could assist DPAC in developing 2024-2025 Annual Action Plans.</p>	
November 8, 2023	2024-2025 Annual Actions Plans	<p>Discussion: Annual Action Plans for 2024-2025</p> <p>DPAC is exploring ways to allocate resources for the college to improve student retention and success. SMC equity leads and instructional support leads were invited to provide input that could assist DPAC in developing 2024-2025 Annual Action Plans.</p> <p>The following leads attended and shared information in their respective areas:</p> <ul style="list-style-type: none"> ▪ Wendi DeMorst, Associate Dean of Student Instructional Support <ul style="list-style-type: none"> Key points: <ul style="list-style-type: none"> - Student workers are required to maintain 12 units which is a problem in maintaining Supplemental Instruction (SI) leaders. - Explore priority enrollment for (SI) leaders to help them plan their schedules - Increase online tutoring - Explore the benefits of centralized vs. decentralized tutoring - Gather evidence that students working with SI leaders have greater success Link to presentation: Service Level for Tutoring 	

		<ul style="list-style-type: none"> ▪ Sara Nieves-Lucas, Counseling Chair <ul style="list-style-type: none"> - Counseling has been imbedded in English and Math to support the faculty and visit the classrooms to inform the students of services available to them - Currently working with IR (Hannah Lawler) to conduct survey on students to determine the impact - 16 embedded English 1/28 sections, where a minimum of three visits have and will be conducted. For every visit, we also provide SMC folders with: counseling brochure, workshop schedule, tutoring flyer, basic needs card and Transfer flyer. Marketing created a flyer on How to Use Counseling Services. - 17 on-time visits have been conducted to English and Math. - Visits to the classrooms are done on Zoom and In-Person. - Relationships between Teaching and Counseling Faculty are being created to support the success of the student. <p>Following are areas identified that would require additional funding and/or other resources to expand/enhance the program:</p> <ul style="list-style-type: none"> - Additional part-time counselors are needed to handle increase of students on ground and online so that the full-time Counselors can continue to participate in the embedded program. - Would like to expand create an embedded Math and support courses. Also would like to expand to include English 1 courses. 	
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		<ul style="list-style-type: none"> ▪ Vanan Yahnian, STEM Project Manager <ul style="list-style-type: none"> - SMC is currently in year three of third cycle of the STEM grant (overall 13 years of grant funding for STEM) - Implemented a wraparound support model <p>Following are areas identified that would require additional funding and/or other resources to expand/enhance the program:</p> <ul style="list-style-type: none"> - Decrease the number of units required for tutors. 12 unit limit and limited funding present challenges for hiring tutors. - Counselors and tutoring peer supports are granted-funded activities, only one counselor has been institutionalized. - Increase the number of engineering faculty. There is only one full-time engineering faculty member and those classes are in high demand. - Funding for students to intern at partner institutions. - Build a comprehensive alumni program. - STEM administrator - More space needed 	
December 13, 2023	2024-2025 Annual Action Plans	<p>The Academic Senate recently approved a resolution to urge DPAC to recommend the revision of the SEM plan by Fall 2024 so it identifies a path to reach and surpass the Hold Harmless Goal with aspirational benchmarks to return the College to enrollment levels that pay for growth and to articulate accountability as to how and by whom the plan will be implemented.</p> <p>Vice-President of Enrollment Development Teresita Rodriguez responded by indicating that the Strategic Enrollment Management (SEM) Plan seeks to clearly articulate goals and strategies</p>	

		<p>designed to maximize student enrollment and student success. The annual targets are based on current trends. However, the college aims to re-grow as quickly as feasible and the “Hold Harmless Goal” is the ultimate target (see page 8 of the Strategic Enrollment Management (SEM) Plan). It also indicates that every year the strategies are implemented and evaluated, the trends will be updated and new goals will be set for the coming year. There is nothing in the plan nor in the planning that limits how quickly the college would grow; the goal is to try to get there as quickly as possible.</p> <p>After some discussion, it was suggested that an annual action plan be developed to support efforts to re-engage and retain students. Mike Tuitasi will draft an annual action plan to present at the next DPAC meeting.</p>	
January 10, 2024	2024-2025 Annual Action Plans	A draft of 2024-2025 Annual Action Plan to <i>Develop a Plan to Increase Student Persistence and Retention from Fall 2024 to Spring 2025</i> was presented for review. After some discussion, it was suggested the draft be sent to DPAC members to provide additional input, and a revised draft will be presented at the next DPAC meeting.	Motion was made by Peter Morse and seconded by Jason Beardsley to forward the 2024-2025 Annual Action Plan to the Superintendent/President for consideration.
January 24, 2024	2024-2025 Annual Action Plans	A draft of 2024-2025 Annual Action Plan to <i>Develop a Plan to Increase Student Persistence and Retention from Fall 2024 to Spring 2025</i> was presented for review. After some discussion, it was suggested that this AAP not include the specific goals and focus instead on the identification, coordination and assessment of college-wide retention and persistence activities. The AAP will include the establishment of a DPAC Subcommittee to oversee this effort with a lead person from	Motion was made by Chris Bonvenuto and seconded by Jason Beardsley to ask the DPAC Council of Presidents to invite the Program Review and Institutional Research Committee teams to attend a DPAC meeting to provide updates and data to help DPAC

		<p>Student Affairs and Academic Affairs. The charge to the subcommittee will be to identify the retention and persistence components of existing college plans and activities (e.g., Strategic Enrollment Management (SEM) Plan, Student Equity Plan, Guided Pathways, Facilities Master Plan, Professional Development, Onboarding), develop a means for assessment of success/improvement and coordinate a schedule of reports for DPAC in Spring 2025. A draft of the revised AAP will be presented for review and discussion at the next DPAC meeting.</p>	<p>in planning and developing Annual Action Plans.</p>
<p>August 23, 2023</p>	<p>Accreditation</p>	<p>Accreditation Update: Preparation for the accreditation visit in September 2023 is underway. The visiting team members are Dr. Keith, Flamer, Chair of the team, Dr. David Wain Coon, Vice Chair, and Dr. Margarita Pillado. They will be visiting SMC for a day and a half, and will physically be on campus for the visit on Tuesday, September 26th for a full day, starting with a meeting Superintendent/ President Kathryn Jeffrey, and then conducting an open forum for all college constituent groups 12 to 12:30 p.m. That afternoon they will conduct two or three interviews - one interview will focus on outcomes and the second interview will be with the Academic Senate President. There is the possibility of a third interview if they choose to, that will be most likely be about student records. Wednesday will be a half day when they will meet with Dr. Jeffrey, and they will have their final remarks on Wednesday afternoon, focusing on SMC's core inquiry. The co-editors will be working closely with the Accreditation leads to make sure that the format of the response is in the proper format required by the ACCJC. It is planned to have the response sent before the Labor Day holiday.</p>	

March 13, 2024	Budget Committee Recommendation to DPAC	<p>The Budget Committee recommends to DPAC to recommend to the Superintendent/ President to fund items as presented in the IEC and Outreach request. We further recommend that if the request is funded, IEC and Outreach departments return in one year’s time to the Budget Committee to give a full assessment of the activities and identify any additional resources needed to further the growth of non-resident enrollment.</p> <p>Motion: Mitch Heskell Seconded: Kennisha Green Ayes: 11 Nays: 0 Abstentions: 0 <i>Motion was unanimously approved</i></p>	<p><u>DPAC Recommendation to Superintendent/President</u> Motion was made by Peter Morse and seconded by Cindy Ordaz that DPAC forward the recommendation to fund items as presented in the IEC and Outreach request to the Superintendent/President for consideration.</p> <p>It was further recommended by the Budget Committee that if the request is funded, IEC and Outreach departments return in one year’s time to the Budget Committee to give a full assessment of the activities and identify any additional resources needed to further the growth of non-resident enrollment.</p> <p><i>Motion was unanimously approved.</i></p>
March 27, 2024	Budget Committee Recommendation to DPAC	<p>DPAC Recommendation to Superintendent/President Motion was made by Peter Morse and seconded by Cindy Ordaz that DPAC forward the recommendation to fund items as presented in the IEC and Outreach request to the Superintendent/President for consideration.</p> <p>It was further recommended by the Budget Committee that if the request is funded, IEC and Outreach departments return in one year’s time to the Budget Committee to give a</p>	<p><u>Superintendent/President’s Response to DPAC Recommendation:</u> Approved</p>

		<p>full assessment of the activities and identify any additional resources needed to further the growth of non-resident enrollment.</p> <p><i>Unanimously approved.</i></p>	
January 24, 2024	Budget: Governor’s Budget for 2024-2025	<p>This is the beginning of the State budget process, things can and will change.</p> <p>2024-2025 Budget Act:</p> <ul style="list-style-type: none"> • Projected <\$37.9 billion> budget deficit <ul style="list-style-type: none"> • LAO projects a <\$68.0 billion> budget deficit • Attributable to declines in Personal Income Tax (PIT) <ul style="list-style-type: none"> - PIT accounts for 66% of State Revenue - 50% of PIT is from Top 1% (180,000 taxpayers) - Specific issue is Capital Gains which dropped from 11.6% to 5% - Issue was “hidden” due to delayed tax filing related to winter storms <p>The Governor notes risk but does not forecast a recession.</p> <p>Link to: Governor’s Budget Presentation</p>	
February 14, 2024	Commencement 2024	<p>Dean of Enrollment Services Esau Tovar and Dean of Community and Academic Relations Kiersten Elliott presented the following suggestions for changing the commencement ceremony this year to be held on June 11, 2024:</p> <ul style="list-style-type: none"> • Start at 4 p.m. instead of 5 p.m. partially to reduce the funds spent on overtime pay. • Remove the outside commencement speaker portion of the program and instead include more culturally relevant, inclusive and student-focused activities. <p>They will be soliciting feedback from the various college constituencies. Associated Students President Cecilia Jeong will present the concept to the A.S. Board and report back to DPAC.</p>	

February 28, 2024	Commencement 2024	Associated Students President Cecilia Jeong reported that she presented the issue of commencement to the A.S. Board. She mentioned that the life cycle of a student at a community college is pretty short, and many of the A.S. Board members have not experienced a commencement ceremony. Suggestions included the following: having an area of interest ceremony where students are divided into their respective areas of interest/majors; reduce time of individual students' names being called; stronger commencement speaker; include degrees in the booklet; and satellite campus graduations.	
July 26, 2023	DPAC 2022-2023 Annual Report	Draft: DPAC 2022-2023 Annual Report	Motion was made by Jamar London and seconded by Peter Morse to approve the DPAC 2022-2023 Annual Report. <i>Unanimously approved.</i>
September 13, 2023	DPAC Database	Discussion: DPAC Database. This discussion centered around the request that a centralized data base be created so that DPAC documents and other planning documents can be efficiently accessed. There was agreement that a centralized repository of planning documents would be helpful. The responsibility of overseeing this type of project would need to fall under a lead administrator for planning and development to gather the information and who has a staff to input the data. That position does currently not exist. It was reported that the Superintendent/President is in the process of reviewing the senior administrative positions, responsibilities and structure, and she is aware of the need for an administrative lead for planning at the college.	

August 23, 2023	DPAC Meetings Starting in Fall 2023	<p>DPAC Meetings in-person starting Fall 2023. Link to: Memo from Campus Counsel</p> <p>SMC Brown Act bodies have held remote meetings initially under emergency orders authorized by the Governor and, more recently, under the provisions authorized by Assembly Bill 361 (AB 361). In accordance with AB 361, the Board of Trustees has adopted monthly findings concerning emergency conditions that authorize entirely remote meetings. However, beginning in September, it is no longer recommended that the Board of Trustees adopt such findings. Accordingly, remote meetings can only be held in accordance with traditional teleconferencing requirements or the provisions of Assembly Bill 2449 which became effective on January 1, 2023. Both traditional Brown Act teleconferencing rules and the new provisions of AB 2449 significantly curtail the ability to hold remote meetings.</p> <p>It was agreed that the meetings DPAC be conducted in accordance with AB 2449 which allows for meetings to be conducted via zoom to allow for remote participation. DPAC will start meeting in person starting in Fall 2023 in SSC 396 (Academic Affairs Conference Room) and via zoom to allow for remote participation. A quorum of DPAC members must participate in person from a singular physical location. Remote participation by DPAC members is only available if one of the two conditions are met: Just cause or emergency circumstance.</p>	
August 23, 2023	DPAC Orientation	<p>Link to: DPAC Orientation</p> <p>Link to: Draft DPAC Scope and Function 2023-2024</p>	

February 28, 2024	Facilities Master Plan	<p>Update:</p> <p>Vice-President of Academic Affairs Jason Beardsley; Vice-President of Business/Administration, Chris Bonvenuto; Senior Director of Government Relations/Institutional Communications Don Girard; Charlie Yen, Director of Facilities Planning and Construction; and Theresa O'Neill, Senior Planner/Senior Associate of DLR Group shared the facilities master plan process, explained what it hopes to achieve and presented the proposed plan. The facilities master planning process has been a very hands-on, collaborative effort with leaders from SMC and the consultants, DLR Group.</p> <p>An update to the Educational Master Plan is also underway at Santa Monica College, with ratification of the plan anticipated in June 2024. The educational master planning and facilities master planning complement one another as SMC pursues its mission to equitably "support students in achieving their educational goals" as "a leader and innovator in learning and achievement."</p> <p>The facilities master planning process initially began in 2019 and made it all the way to a draft preliminary master plan in early 2020. It was paused during the pandemic and started up again in 2023. New analysis considers the significant impact of online education and updated enrollment projections.</p> <p>The facilities planning process builds in flexibility to accommodate future program needs and locks in height and volume only, not users, etc. The plan eliminates buildings that do not serve the mission and represent looming deferred maintenance costs and allow for building more efficient space for an overall reduction in square footage with new</p>	
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		<p>buildings that meet today’s academic standards, removing buildings to allow for new spaces on those footprints to create a more welcoming and diverse outdoor campus environment.</p> <p>Link to: Facilities Master Plan Update</p>	
March 27, 2024	Guided Pathways Implementation Team	<p>Update: The SMC team recently participated in the final Institute of the CAGP Phase Two: <i>Creating Sustainability and Charting the Path Forward</i> where they presented work accomplished and things learned over the past four years.</p> <ul style="list-style-type: none"> • Accomplishments: Areas of Interest and Program Maps; Student Success Teams; Equitizing Gateway Courses Professional Development Program; Cross-functional/Cross-hierarchical Inquiry/Work Teams • Evolutions to the Student Experience • Key Epiphanies <p>Moving Forward: Next Steps Following are the proposals presented by the team:</p> <ul style="list-style-type: none"> • SMC (via DPAC) should: <ul style="list-style-type: none"> – Align/Integrate various plans/recommendations – Develop a prioritization and comprehensive timeline of action/implementation – Develop a college-wide aligned/integrated leadership structure which pushes the work forward for all groups in an integrated/aligned way changes “business as usual” so that efforts are not additive utilizes “Design Teams” focused on specific efforts for specified period of time. <p>DPAC members received a draft of the Redesign Report to review. Link to update presented at DPAC Meeting: Redesign Update</p>	

May 8, 2024	Guided Pathways Implementation Team	<p>DPAC discussed ways to implement the work of the Guided Pathways Team into the college structure. It was agreed that a college-wide leadership structure is needed to integrate all institutional planning efforts/documents to help guide the work to be incorporated into the Strategic Education Plan that is being developed. Discussion will continue during the summer with the goal of developing recommendations.</p>	
March 13, 2024	Information Technology Strategic Plan	<p>Calvin Madlock, Chief Director of Information Technology, highlighted the following visions of the IT Strategic Plan:</p> <ul style="list-style-type: none"> • Vision 1: Modern and Reliable Technology • Vision 2: Planned and Secure Technology Environment • Vision 3: Outstanding Student Experience • Vision 4: Ready and Able IT Team <p>Link to: IT Strategic Plan Presentation</p>	
July 26, 2023	Mission and Vision Statement Task Force	<p>Mission Statement Task Force: The members of the Task Force were introduced. The first meeting of the Task Force will be held on August 11, 2023.</p> <p>Mike Tuitasi, Chair Ashanti Blaze, Academic Senate Representative Ciarán Brewster, Academic Senate Representative Matthew Hotsinpillar, Faculty Association Representative Janet Kleinman, CSEA (Classified) Representative Carla Alvarado, CSEA (Classified) Representative Maria Muñoz, Administrative Representative Silvana Carrion, Management Association Representative Dennis Biddle, Management Association Representative</p>	

<p>December 13, 2023</p>	<p>Mission and Vision Statement Taskforce</p>	<p>Update: The membership of the Taskforce consists of Mike Tuitasi, Maria Muñoz, Silvana Carrion, Dennis Biddle, Matthew Hotsinpiller, Ashanti Blaize, Ciaran Brewster, Carla Alvarado, Janet Kleinman (first meeting) and Cecilia Jeong. The Institutional Research Team (Dr. Hannah Lawler and her team) has provided support.</p> <p>The Task Force decided to start fresh instead of adding to the existing mission statement. It will look at the college goals and priorities and how the college has provided support services and academic resources over the past six years.</p> <p>There were ten imaging sessions held in October and November where information was gathered from the college community, including students, faculty, classified professionals and managers. Four different prompts were presented in each of the sessions to which staff provided input. An online survey was also created to solicit additional input. The top 15 values that resonated were accountability, community collaboration, integrity, authenticity, compassion, growth, respect, inclusion, learning, kindness, state equity, excellence and teamwork. All themes and information gathered from those meetings will be compiled, and two or three Task Force members will draft a statement to present to the group for review in January. A final draft will be circulated to the college community and constituents for additional feedback. It is hoped that a final version will be ready in March to be presented to the Board of Trustees for approval at its April meeting.</p>	
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February 14, 2024	Mission and Vision Statement Task Force	<p>Update:</p> <p>A draft of a new Vision and Mission Statement has been sent out to the Task Force members for review and input. They will meet on March 7th to discuss and edit, if needed. It will then be circulated to the college community for additional input and finalized for presentation to the Board of Trustees at its meeting in April.</p>	
March 13, 2024	Mission and Vision Statement Task Force	<p>Update: The first draft of the Mission Statement has been completed and circulated for review by the college constituency groups (due March 18th). Upon receipt of input, the Task Force will meet to prepare a second draft which will be circulated again to the college community in early April. The timeline for finalizing the Statement has been pushed back to allow more opportunity for input by the college community.</p>	
May 8, 2024	Mission and Vision Statement Task Force	<p>Update: Mission and Vision Statement Task Force</p> <ul style="list-style-type: none"> • The first draft of the Mission and Vision Statements were created based on information gathered from the live imagining sessions, online survey, and Taskforce participation. • The first draft was sent to the college community for feedback via online survey. • The first draft was then revised by the Taskforce and included information received from the college community survey. • The second draft is now available for feedback. • After feedback is received from the college community on the second draft, the Taskforce will make edits for the third draft. • The third draft will be sent to college leadership for input (Associated Student Board, CSEA, Faculty Association, Academic Senate, Management Association, Senior Staff, and the Board of Trustees) 	

February 14, 2024	Naming of Student Services Center	<p>Dr. Tyffany Dowd, Interim Dean of Counseling, presented a proposal on behalf of a committee consisting of several current and retired SMC staff to name the Student Services Center after Dr. Robert Adams in honor of his 30 years of service to Santa Monica College, his advocacy for the Student Services Center, creation of the SMC Welcome Center, laying the foundation for the SMC Counseling Department and special counseling programs, and being instrumental in securing SMC's Hispanic Serving Institution status.</p> <p>Link to: Robert Adams Proposal Presentation</p> <p>The proposal was previously submitted to Superintendent/President Kathryn Jeffery to name the Student Services Center in honor of Dr. Robert Adams, former SMC Vice-President of Student Affairs. Dr. Jeffery reviewed the Board Policy on Naming of College Facilities and realized that there is not a corresponding Administrative Regulation that describes a request process and criteria for consideration. The current process for naming buildings and rooms is connected to SMC Foundation in recognition of a sizeable donation. It was reported that an Administrative Regulation on Naming of Facilities is being developed.</p> <p>Following her meeting with the proposal committee, Dr. Jeffery requested that DPAC consider the proposal and make a recommendation to her.</p>	<p>Motion was made by Peter Morse and seconded by Elaine Roque that DPAC recommend to the Superintendent/President to move forward with the process to name the Student Services Center in honor of Dr. Robert Adams.</p> <p><i>Unanimously approved.</i></p>
March 13, 2024	Naming of Student Services Center	<p>DPAC Recommendation to Superintendent/President</p> <p>Motion was made by Peter Morse and seconded by Elaine Roque that DPAC recommend to the Superintendent/President to move forward with the process to name the Student Services Center in honor of Dr. Robert Adams. <i>Unanimously approved.</i></p>	<p><u>Superintendent's Response</u></p> <p>I considered the recommendation from DPAC to move forward with the process of naming the Student Services Center in honor of Dr. Robert Adams. Because this is an honorary designation, the direct</p>

			cost of naming the building (<i>i.e. cost of signage and installation</i>), along with an amount equal to 20% of the direct cost to be used as a maintenance fund, will need to be covered by a donation to the SMC Foundation. Once the funds are in place to cover the costs of honorific naming, I will forward a recommendation to the Board of Trustees for consideration.
July 26, 2023	Strategic Education Plan, 2024-2029	<p>Update on Master Plan Work Group (Report from Vice-President Jason Beardsley, read by DPAC Chair Mike Tuitasi)</p> <p>The consultancy Kennedy & Company is on track to begin its work at the start of the fall 2023 term. They have recommended the shape and scope of the master plan workgroup and have suggested the members for the Education Master Plan Committee, and that representative leaders from the respective areas would contribute to the success of the master plan workgroup and, ultimately, the master plan itself. Senior Staff have also been briefed on the recommended structure of the workgroup.</p> <p>The proposed membership for the Education Master Plan Committee includes leaders from the following areas. The individuals names may be subject to delegation by the appropriate vice president:</p> <ol style="list-style-type: none"> 1. Academic Affairs – Interim Vice-President Jason Beardsley 2. Enrollment Development – Vice-President Teresita Rodriguez 	

		<ol style="list-style-type: none"> 3. Advising/Student Success/Retention – Vice-President Mike Tuitasi 4. Academic Senate (2-3 faculty members at the Academic Senate President’s discretion) 5. Facilities (to ensure our campus infrastructure aligns with the educational vision) – As delegated by Vice-President Chris Bonvenuto 6. Workforce Development (internal WED leader and, potentially, a community/advisory board partner) – to be determined by Academic Affairs 7. Diversity, Equity, and Inclusion (DEI) – or, for SMC, Equity, Pathways, and Inclusion – Interim Dean Maria Muñoz <p>The Education Master Plan workgroup would report directly to DPAC through Vice-President Jason Beardsley as the senior staff member charged by DPAC with the completion of a master plan for education (DPAC Action Plan #1 for 2023-2024). Note that this workgroup would not be a DPAC subcommittee but would regularly report to DPAC. Furthermore, while the workgroup itself would consist of roughly 10 members, those personnel, in collaboration with Kennedy & Co., will seek input from stakeholders across the SMC campus and community. Subgroups and town-hall style meetings will be convened to share and discuss ideas for the arc of SMC’s future education programming.</p> <p>Comments and suggestions made by DPAC members:</p> <ul style="list-style-type: none"> • It was recommended that membership on the Education Master Plan Committee include representatives of classified staff and students, and three faculty members • Is there a written report from the consultants that can be shared with DPAC? 	
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		<ul style="list-style-type: none"> • It was recommended that DPAC vote to approve the membership of the Committee • What is the timeline and the process for approval of the MPE? 	
August 23, 2023	Strategic Education Plan, 2024-2029	<p>Update on Master Plan Work Group: Vice-President of Academic Affairs Jason Beardsley provided some updates on the membership of the Master Plan Work Group and responded to questions and comments presented at the DPAC meeting on July 26, 2023.</p> <p>It was recommended that membership on the Education Master Plan Committee include representatives of classified staff and students, and three faculty members.</p> <p>Response: Classified staff, students, and faculty have been invited to join the committee</p> <p>Following is the revised membership roster developed in response to DPAC’s feedback:</p> <ul style="list-style-type: none"> Academic Affairs – Interim Vice-President of Academic Affairs Jason Beardsley Enrollment Development – Vice-President of Enrollment Development, Teresita Rodriguez Advising/Student Success/Retention – Vice-President of Student Affairs Mike Tuitasi Academic Senate (three faculty members chosen in consultation with the Academic Senate) Facilities (to ensure the campus infrastructure aligns with the educational vision) – As delegated by Vice-President of Business/Administration, Chris Bonvenuto Workforce Development (internal WED leader and, potentially, a community/advisory board partner) – Judy Kruger, Santa Monica Chamber of Commerce Diversity, Equity, and Inclusion (DEI) – Or, for SMC, Equity, Pathways, and Inclusion – 	

		<p>Interim Dean of Equity, Pathways, and Inclusion Maria Muñoz</p> <p>Classified Staff – Selected in consultation with CSEA leadership</p> <p>Student(s) – Selected in consultation with Associate Students President Cecilia Jeong</p> <ul style="list-style-type: none"> Is there a written report from the consultants that can be shared with DPAC? If not now, maybe later. Response: It was an emailed list, not a lengthy report, following a Zoom conversation. It was recommended that DPAC vote to approve the membership of the Committee. Response: DPAC will be regularly briefed on the activities and milestones of the Education Master Plan Workgroup. DPAC is not required to approve the membership of the workgroup. What is the timeline and the process for approval of the MPE? Response: Spring 2024 delivery is planned. Key milestones are still in development with the consultancy and the committee. The arc of the production process will include many forums, focus groups, conversations with campus community members, and then sharing findings and continued feedback, as the report itself is refined, and presented to important college groups. The MPE will be presented to DPAC for review, and a recommendation will be forwarded to the Superintendent/President for consideration. It was agreed that a monthly update on the Master Plan Work Group be included on the agenda for DPAC meetings. 	
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September 13, 2023	Strategic Education Plan, 2024-2029	<p>Update: Master Plan for Education</p> <ul style="list-style-type: none"> • Membership Update • Planning Framework Sketches <p>Link to: MPE Update</p>	
November 8, 2023	Strategic Education Plan, 2024-2029	<p>Update:</p> <ul style="list-style-type: none"> ▪ The name was changed to Strategic Education Plan. ▪ The workgroup has been meeting every other Friday. ▪ Recent and upcoming deliverables ▪ Link to: Market research by Kennedy and Company ▪ Next steps: Discovery interviews on site, November 13 and 14, 2023; Discover Insights Report; and enrollment forecasting analysis. <p>A draft of the plan will be prepared and circulated in the spring for feedback to the work group.</p> <p>Website and Public Sessions</p> <p>The website will provide public information about the work group, the work group members, the timeline and related documents. It will also include a link to an archive of the previous education master plan and updates.</p> <p>Link to website: Strategic Education Plan</p> <p>There will be an asynchronous opportunity to offer community members 24/7 access to a suggestion box.</p>	
December 13, 2023	Strategic Education Plan, 2024-2029	<p>Update:</p> <p>The Strategic Education Plan (SEP) Workgroup is guiding the district’s development of its next Strategic Education Plan. Supported by the consultancy Kennedy & Co., the SEP Workgroup is gathering ideas and perspectives from members of the SMC campus community through interviews and a survey available on the SEP website.</p>	

		<p>Additional, in-person engagement with faculty, staff, and managers is planned for the spring 2024 term.</p> <p>The update included the following recent developments:</p> <ul style="list-style-type: none"> • SEP Website • Campus Survey • Kennedy & Co. Report – “Discovery Insights and Program Demand” • Timeline <p>Link to: SEP Presentation</p>	
February 14, 2024	Strategic Education Plan, 2024-2029	<p>Update:</p> <p>Consultants Kennedy and Company is working with the College to create a long range education plan through 2023-2033 and identify the key planning element and parameters for long-term development. They conducted a legacy program analysis that provided an opportunity to look at SMC’s current inventory of programs in relation to regional market trends and to do a gap and opportunity analyses.</p> <p>The deliverable, or tasks started with basic demographic and fact gathering, market and demographic analysis and academic portfolio analysis.</p> <p>Link to Presentation: Strategic Plan for Education</p>	
March 13, 2024	Strategic Education Plan, 2024-2029	<p>Update: The updated SEP Website includes the following:</p> <ul style="list-style-type: none"> • Link to the survey to help guide SMC’s strategic planning process with input from the college community; • Members of the workgroup; • Timeline; • Documents that the consultancy Kennedy & Company has delivered throughout 2023-2024 that shed light on education program development opportunities; • Links to additional planning documents. 	

May 22, 2024	Strategic Education Plan, 2024-2029	<p>The update highlighted the following:</p> <ul style="list-style-type: none">• Kennedy & Co. Deliverables• Mission & Vision• Strategic Plan for Education Outline• Next steps <p>Link to Presentation at DPAC: Kennedy & Company Final Report</p> <p>It was suggested that a workshop on the Strategic Plan for Education be included in the Fall 2024 Professional Development Day and that opportunities for feedback from the college community be provided.</p>	
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Santa Monica Community College District

**2023-2024 ANNUAL ACTION PLAN TO SUPPORT THE
INSTITUTIONAL STRATEGIC INITIATIVES AND OBJECTIVES**

ANNUAL ACTION PLAN 1 Develop a Master Plan for Education, 2024-2029		Lead Person: Kathryn E. Jeffery, Superintendent/President Jason Beardsley, Interim Vice- President of Academic Affairs Other Responsible Area(s): Senior Staff Academic Senate Task Force (tbd)
Map to 2017-2022 Strategic Initiatives		
<input checked="" type="checkbox"/> Close Gaps in educational outcomes <input checked="" type="checkbox"/> Educational and career opportunities and pathways <input checked="" type="checkbox"/> Long-term and integrated planning linked to resource allocation <input type="checkbox"/> Human Resource plan which supports student success <input type="checkbox"/> Improve facilities and technology infrastructure, integration and staffing <input type="checkbox"/> Ensure long-term fiscal stability		
Map to Institutional Planning Documents		
<input checked="" type="checkbox"/> Board of Trustees Core Priorities <input checked="" type="checkbox"/> Academic Senate Objectives <input type="checkbox"/> Program Review Observations <input type="checkbox"/> Institutional Effectiveness Dashboard Report <input type="checkbox"/> Student Equity Plan Activities <input type="checkbox"/> Guided Pathways Redesign Goals	<input checked="" type="checkbox"/> Accreditation Recommendations <input type="checkbox"/> Institutional Learning Outcomes Supporting Goals ³ # _____ <input type="checkbox"/> CCC Chancellor’s Office Vision for Success ⁴ # _____ <input type="checkbox"/> Other (specify):	
Methods to Accomplish the Annual Action Plan (<i>include timeline</i>) The Master Plan for Education, 2024-2029, shall establish a framework for serving SMCCD students, taking into consideration the major demographic, economic, and educational issues facing the SMC community. The Plan will be developed through: <ul style="list-style-type: none"> • Consultation with SMC’s leadership • Input from residents, businesses, community leaders, and educators • Interviews and focus groups with members of the Board of Trustees, students, administrators, faculty members, and classified staff • Extensive review of SMCCD documents, demographic data, and research • Internal analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT) 		
<u>Spring 2023/Summer 2023</u> <ul style="list-style-type: none"> • A consultant will be recommended to the Board of Trustees for approval • A Task Force will be established to work with the lead administrator and the consultant in the process <ul style="list-style-type: none"> ◦ The Superintendent/President will request recommendations from all SMC constituencies for membership on the Task Force and report back to DPAC 		
<u>Fall 2023-Spring 2024</u> <ul style="list-style-type: none"> • The consultant will work with the lead administrator and members of the Task Force to facilitate the process of developing a Master Plan for Education 2024-2029 		

Comment: In order to meet the ACCJC requirements for planning, it is essential that Santa Monica College has evidence of a strong planning process, in particular a mission-driven Master Plan for Education. This plan, when developed and integrated through a systematic participatory governance process that includes student learning outcomes and assessment, program review, data analysis, and ongoing dialogue, form the heart of institutional effectiveness. They drive institutional priorities, resource allocation, student achievement, and institutional improvement plans.

A Master Plan for Education should do far more than describe a college's existing programs, history, and demographic environment. It should articulate a vision which informs the college's decisions, and guides college faculty and staff toward common goals.

Describe the anticipated outcomes that will result from the completion of the action plan, including how its completion might further the college's goal of eliminating equity gaps:

Santa Monica College serves a diverse population of students with an array of life experiences, preparedness skills, needs, and goals. Student needs and choices are evolving, and SMC needs to proactively address these changes. With the growth of online learning, students have more choices and are becoming more proactive in their educational choices. Students desire more collaborative and experiential forms of learning. SMC needs to provide the necessary programs and services for successful outcomes. Accountability to measure student success will continue and increase.

Status of Action Plan

<p>Draft Action Plan Reviewed by DPAC and Submitted to Fiscal Services</p> <p>Date: January 11, 2023</p> <p>Reviewed and Approved by The Budget Committee: April 5, 2023</p> <p>May 10, 2023: Resubmitted to DPAC:</p> <p>DPAC unanimously approved submission of Annual Action Plan #1 to the Superintendent/President for inclusion in the District's planning for 2023-2024 and in the 2023-2024 District's budget.</p>	<p>Fiscal/Budget Committee Response Recommendation:</p> <p>The budget originally approved for this action plan has not been drawn upon. The same funds will be used. No additional funds are being requested at this time.</p> <p>On April 5, 2023, the Budget Committee reviewed the DPAC Annual Action Plan #1 and recommends the Annual Action Plan #1 to DPAC and Dr. Jeffery as presented, for consideration of inclusion in the 2023-2024 District Budget</p> <p>Link to Budget Committee Input: DPAC Annual Plan Budget Information Form</p>	
<p>Action Plan Submitted to Superintendent/President</p> <p>Date: May 11, 2023</p>	<p>Superintendent/President's Response</p> <p><input type="checkbox"/> Approved</p> <p><input type="checkbox"/> Consider*</p> <p><input type="checkbox"/> Not Approved*</p> <p><i>*If checked, an explanation will be provided in writing.</i></p>	<p>_____</p> <p>Superintendent/President</p> <p>Date:</p>



Santa Monica Community College District

2023-2024 ANNUAL ACTION PLAN TO SUPPORT THE INSTITUTIONAL STRATEGIC INITIATIVES AND OBJECTIVES

<p>ANNUAL ACTION PLAN 2</p> <p>Launch the Equity-minded Professional Innovation Center, the EpiCenter to be a learning and professional development center for all employee groups. Continued from 2022-2023.</p>	<p>Lead Person: Maria Muñoz, Dean of Equity, Pathways and Inclusion Cyrus Fernandez, Human Resources Professional Development Coordinator</p> <p>Responsible Area(s): Human Resources Academic Senate CSEA Management Association</p>
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<p>Map to 2017-2022 Strategic Initiatives</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Close Gaps in educational outcomes <input checked="" type="checkbox"/> Educational and career opportunities and pathways <input type="checkbox"/> Long-term and integrated planning linked to resource allocation <input checked="" type="checkbox"/> Human Resource plan which supports student success <input type="checkbox"/> Improve facilities and technology infrastructure, integration and staffing <input type="checkbox"/> Ensure long-term fiscal stability

<p>Map to Institutional Planning Documents</p>	
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Board of Trustees Core Priorities <input checked="" type="checkbox"/> Academic Senate Objectives <input type="checkbox"/> Program Review Observations <input type="checkbox"/> Institutional Effectiveness Dashboard Report <input checked="" type="checkbox"/> Student Equity Plan Activities <input type="checkbox"/> Guided Pathways Redesign Goals 	<ul style="list-style-type: none"> <input type="checkbox"/> Accreditation Recommendations <ul style="list-style-type: none"> 1. Indicate Standard #_____ 2. Quality Focus Essay <input type="checkbox"/> Institutional Learning Outcomes Supporting Goals³ #_____ <input type="checkbox"/> CCC Chancellor’s Office Vision for Success⁴ #_____ <input type="checkbox"/> Other (specify):

<p>Methods to Accomplish the Annual Action Plan (<i>include timeline</i>)</p> <ul style="list-style-type: none"> • Support the Institutional Effectiveness Partnership Initiative (IEPI) committee to complete and implement a comprehensive professional development plan for all employee groups with the outcome to improve student racial equity and sense of belonging on campus. • Collaborate with senior administrative staff, Academic Senate, Faculty Association, CSEA, Management Association, PDC and CPDC to support the launch of the EpiCenter with a shared leadership model, including funding for personnel and infrastructure needs. • Offer professional learning and growth opportunities grounded in the principles of equity-mindedness that are designed specifically for each employee group • Explore methods to increase participation in equity-related professional development activities for all employee groups.

<p>Describe the anticipated outcomes that will result from the completion of the action plan, including how its completion might further the college’s goal of eliminating equity gaps:</p> <ul style="list-style-type: none"> • Coordinate and facilitate professional learning and training opportunities for different employee groups for authentic needs that arise; align with SMC’s redesign, equity mission, vision and goals; and, actively foster greater collaboration, synergy and coordinated action to advance student success and racial equity. • Physical library of texts related to equity, pedagogy, and leadership in the brick-and-mortar space • Digital library of recorded workshops from past events, including professional development days, as well as curated recordings on various topics of interest to our different employee groups, including trainings, on the EpiCenter website


- Comprehensive Master Calendar of professional development opportunities on campus for all employee groups on the website
- Supporting the work of the PDC and CPDC during biannual professional development days via logistics

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<p>Action Plan Submitted to Superintendent/President</p> <p>Date: May 11, 2023</p>	<p>Superintendent/President's Response</p> <p><input type="checkbox"/> Approved</p> <p><input type="checkbox"/> Consider*</p> <p><input type="checkbox"/> Not Approved*</p> <p><i>*If checked, an explanation will be provided in writing.</i></p>	<p>_____</p> <p>Superintendent/President</p> <p>Date:</p>



Santa Monica Community College District

2024-2025 ANNUAL ACTION PLAN TO SUPPORT THE INSTITUTIONAL STRATEGIC PLANS AND OBJECTIVES

<p>ANNUAL ACTION PLAN 1</p> <p>Identify the retention and persistence components of existing college plans and activities (e.g., <i>Strategic Enrollment Management (SEM) Plan, Student Equity Plan, Guided Pathways, Facilities Master Plan, Professional Development, Onboarding</i>), develop recommendations on how to improve coordination of the plans and develop recommendations on how to assess the annual impact of each plan on retention and persistence .</p>		<p>Lead Person: Vice-President, Student Affairs Vice-President, Academic Affairs</p> <p>Other Responsible Area(s): Ad Hoc Committee on Retention and Persistence</p>
<p>Map to Institutional Plans and Programs</p> <ul style="list-style-type: none"> ■ Academic Senate Objectives ■ Board of Trustees Core Priorities, 2023-2024 ■ Epicenter ■ Facilities Master Plan ■ Master Plan for Technology ■ Professional Development Committee ■ Redesign of the Student Experience – Guided Pathways ■ Strategic Education Plan ■ Strategic Enrollment Management Plan ■ Student Equity Plan ■ Student Support Programs 		
<p>Objectives:</p> <ul style="list-style-type: none"> • Identify the retention and persistence components of existing college plans and activities (e.g., Strategic Enrollment Management (SEM) Plan, Student Equity Plan, Guided Pathways, Facilities Master Plan, Professional Development, Onboarding, Student Engagement practices). • Develop a means for assessment of the implementation and success of each plan or activity. • Develop a written report to present to DPAC in Spring 2025 outlining recommendations to improve the coordination of the plans/activities and assessment of the impact of each plan/activity on retention and persistence. 		
<p>Methods to Accomplish the Objectives</p> <ul style="list-style-type: none"> • Establish ad hoc committee, with representatives from each constituency group, to complete the objectives of this annual action plan. 		
<p>Status of Action Plan</p>		
<p>Draft Action Plan Reviewed by DPAC and Submitted to Fiscal Services</p> <p>Date: February 28 2024</p>	<p>Fiscal/Budget Committee Response Recommendation: There is no fiscal impact</p> <p>DPAC Meeting, May 22, 2024: DPAC approved that Annual Action Plan #1 be presented to the Superintendent/President for consideration.</p>	
<p>Action Plan Submitted to Superintendent/President</p> <p>Date: May 23, 2024</p>	<p>Superintendent/President’s Response</p> <p><input checked="" type="checkbox"/> Approved <input type="checkbox"/> Consider* <input type="checkbox"/> Not Approved*</p> <p><i>*If checked, an explanation will be provided in writing.</i></p>	 <hr/> <p>Superintendent/President</p> <p>Date: May 25, 2024</p>