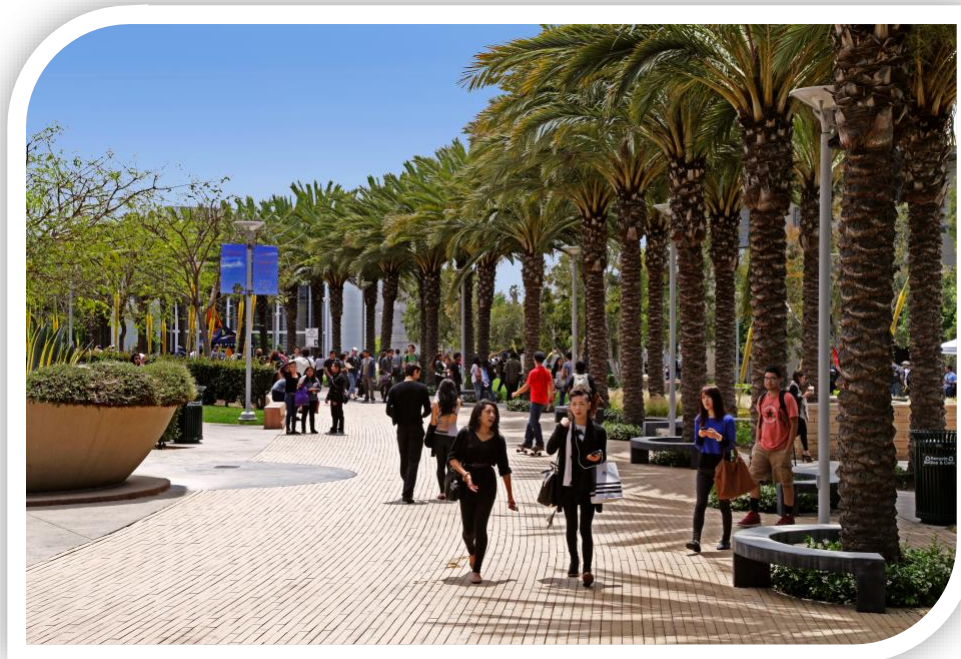




Santa Monica Community College District

District Planning and Advisory Council

Annual Report
2025-2026





Santa Monica Community College District

District Planning and Advisory Council

DPAC Annual Report

2025-2026

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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
2025-2026

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.

DPAC Meeting Ground Rules

To facilitate constructive dialogue in DPAC meetings, it is crucial to maintain a set of ground rules that encourage open communication, mutual respect, and effective problem-solving. These guidelines will help create an environment where DPAC members feel comfortable sharing their ideas and opinions without fear of personal attacks or ridicule. Following are some essential ground rules for DPAC meetings:

- **Stay on topic:** Conversation should remain focused on the issue at hand, avoiding distractions and unrelated tangents.
- **Focus on the issue, not the person:** Discuss ideas and opinions, rather than focusing on personal issues or complaints.. This approach promotes a healthy exchange of perspectives and fosters mutual understanding.
- **Maintain a respectful tone:** Communicate your thoughts and ideas with courtesy and respect, avoiding aggressive or condescending language
- **Strive for balanced participation:** All DPAC members should have an opportunity to contribute their ideas and perspectives.
- **Active listening:** Active listening includes giving others your full attention, refraining from interrupting, and asking clarifying questions to ensure comprehension.
- **Be open-minded:** Remain open to new ideas and be willing to change opinions based on the information and insights shared during the debate. Acknowledge and respect the diversity of opinions and experiences within the team. Recognize that different perspectives can contribute to a richer understanding of the issue at hand and lead to more innovative solutions.
- **Seek common ground:** Identify areas of agreement and work collaboratively towards finding mutually beneficial solutions.

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 agendized.

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. 9/2024

Santa Monica Community College District
District Planning and Advisory Council
2025-2026

Members, 2025-2026

Jason Beardsley, Administration, Chair Designee
Sasha King, Administration Representative

Jose Hernandez, Management Association President
Chris Bonvenuto, Management Association Representative

Vicenta Arrizon, 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

Eva Palafox, Associated Students Representative

DPAC Coordinator

Lisa Rose

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, 2025-2026

The District Planning and Advisory Council met on the second and fourth Wednesdays of the month, at 2 p.m. in the Student Services Center Room 222.

District Planning and Advisory Council
Planning Subcommittees

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)

District Planning and Advisory Council
Budget Planning Subcommittee

Duties of the Budget Planning Subcommittee:

- The 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.
- Review, analyze and advise DPAC of the budgetary impact of any DPAC planning initiatives, including annual action plans.
- Review, in a timely manner, tentative, quarterly and final budgets for consistency with annual institutional goals and objectives, strategic institutional plans, and the college vision, mission, goals, and master plans, and forward recommendations to the District Planning and Advisory Council.
- Review the annual budget and make recommendations to DPAC for short- and long-term budget planning strategies.
- Review institutional expenditure practices, policies, and categories—not specific budget items—for consistency and support of the District’s Mission, Vision and Supporting Goals, the Annual Action Plans, and federal and state laws.
- As part of the budget planning process, regularly explore practices that can reduce college expenditures or enhance college revenue.
- Participate in the planning process.

District Planning and Advisory Council
Facilities Planning Subcommittee

Duties of the Facilities Planning Subcommittee

- The 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, the Annual Action Plans, and the Facilities Master Plan.
- Participate in the process for the preparation of various District facilities related documents, such as the facilities section of the Annual Strategic Planning Report, the Facilities Master Plan and the Five-Year Construction Plan.
- Factor into planning the impact of local funds available, state funding criteria, space allocation formulas, facility utilization standards, capacity/load ratios, enrollment forecasts, and the inventory of existing facilities.
- Review the documents used in facilities planning.

District Planning and Advisory Council
Human Resources Planning Subcommittee

Duties of the Human Resources Planning Subcommittee

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| <ul style="list-style-type: none">• The 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.• Assess data and practices as they relate to staffing needs, recruitment, hiring, and retention of employees in order to inform human resources planning.• Monitor trends in equity and diversity in order to inform findings in human resources discussions.• Review mandated training requirements and their delivery and effectiveness.• Review Board Policies and Administrative Regulations pertaining to all faculty and classified staff. |
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District Planning and Advisory Council
Technology Planning Subcommittee

Duties of the Technology Planning Subcommittee
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| <ul style="list-style-type: none">• The 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, the Annual Action Plans, and the Technology Master Plan.• Participate in the development of the annual Master Plan for Technology for submission to the District Planning and Advisory Council.<ul style="list-style-type: none">▪ Assess technology planning issues respective to Budget, Human Resources, Facilities, Student Services, and Instruction with a focus on technology integration and communication with other college planning areas.▪ Recommend campus-wide technology solutions and provide ongoing support for the maintenance of the Master Plan for Technology. |
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Santa Monica Community College District
District Planning and Advisory Council

*DPAC Annual Report
2025-2026*

Date	Topic	Presented to/Considered/Discussed by DPAC	Consensus/Action Superintendent's Responses to DPAC Recommendations Recommendation to Superintendent/President
Sorted Chronologically			
July 9, 2025	Election of DPAC Vice-Chair, 2025-2026	Peter Morse nominated Vicenta Arrizon to be elected DPAC Vice-Chair, 2025-2026. <i>Unanimously approved.</i> Vicenta Arrizon appointed Stephanie Amerian to serve as the Academic Senate representative on DPAC.	
July 9, 2025	2025-2026 Annual Action Plans	Information: 2025-2026 Annual Action Plan #2 Campus Safety - Conduct a comprehensive college-wide safety audit to create a strong campus safety culture. On June 11, 2025, DPAC approved 2025-2026 Annual Action Plan #2 and forwarded its recommendation to Dr. Jeffery to include a budget of \$28,000 for items that are needed to create an ongoing Safety Culture at the College. An additional budget of \$25,000 is for items that will improve and enhance the Emergency Preparedness Planning and Operations; however, they are not mandatory for the program success.	Superintendent/President Kathryn Jeffery approved including \$28,000 in the 2025- 2026 District budget for items that are needed to create an ongoing Safety Culture at the College.

July 9, 2025	Schedule of DPAC Meetings, 2025-2026	The schedule of DPAC meetings for 2025-2026 was reviewed. The DPAC meeting on August 13, 2025 was cancelled. Additional reports/updates will be scheduled as needed throughout the year and include facilities planning, human resources and Stellic.	
July 23, 2025	Technology Update	Technology Update by Calvin Madlock Chief Director of Information Technology Overview • TPC Actions • Modern & Reliable Technology • Planned & Secure Technology Environment • Outstanding Student Experience • Ready & Able IT Team • IT Survey Link to: Information Technology Update	
July 23, 2025	DPAC Annual Report 2024-2025		Motion was made by Peter Morse and seconded by Jason Beardsley to approve the 2024-2025 DPAC Annual Report. <i>Unanimously approved.</i>
September 10, 2025	DPAC Orientation	DPAC Chair Jason Beardsley provided the annual DPAC Orientation: • Board Policy 2515, District Planning and Advisory Council • DPAC Members • Privileges and Responsibilities of DPAC Members • DPAC Meeting Ground Rules • DPAC Chair and Vice-Chair • Institutional Planning • Annual Action Plans • DPAC Planning Subcommittees	

September 24, 2025	Program Review Committee Report	The Program Review Committee Report for Cycle 2 (2024-2025) was presented by Stephanie Amerian and Mitchel Heskell, Chair and Vice-Chair of the Program Review Committee. The second cohort of programs completed the revamped Comprehensive Program Review (six-year). Following are the Meta-Analysis Findings: • Clarify course modality planning and staffing to increase on-ground options. • Integrate workplace violence prevention training into the upcoming 2025-2026 DPAC Action Plan as a strategy to foster a districtwide culture of safety and preparedness • Invest in sustainable staffing and expertise to meet student needs • Develop a cross-college strategy for ethical and equitable use of AI in teaching, learning, and student support Update on Cycle 1 (2023-2024) Meta-Analysis Findings Two Findings led to DPAC Annual Action Plans for 2025-2026 • Districtwide Sustainability Culture and Initiatives • Districtwide Safety Culture One finding is in the process of being addressed in a future (2026-2027) DPAC Annual Action Plan. • Data-Informed Scheduling: Link to: Program Review Committee Report	
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September 24, 2025	Budget: DPAC Budget Subcommittee Update	Vice-President of Business/Administration Chris Bonvenuto provided an overview of the CCC Chancellor's Office budget requests to the State of California for \$478 million in on-going funds and \$239 million in one-time funds for 2026-2027. It does not include an extension of hold-harmless or one-time block grants. Link to: Detailed Chancellor's Office Request He shared the following tools that Budget Subcommittee members may use or share with their groups. It allows for creating different scenarios by changing metrics and the effect on the SCFF. • SCFF Calculator for Adopted Budget • Scenario Calculator	
October 8, 2025	Institutional Effectiveness Committee Report	Report: Institutional Effectiveness Committee The presentation by Kristin Lui-Martinez and Hannah Lawler, Chair and Vice-Chair of the Institutional Effectiveness Committee respectively, included the following: • Institutional Effectiveness Defined: Systematic and continuous process of measuring the extent to which SMC meets its goals and mission • Highlights of the IEC Scope and Function • IEC Process • Recommendations to DPAC: 1. Conduct a study of the usage and impact of excused withdrawals (EW) • Conduct a qualitative and/or quantitative study to assess student and faculty practices regarding EWs and student outcomes associated with them. • Explore how the increased use of EW grades may be impacting key metrics such as persistence, course success,	

		and completion. • Use the findings to inform professional development, policy adjustments, and student support strategies. 2. Educate the campus on the Student Centered Funding Formula (SCFF) and its implications for funding and student success ensuring college practices translate into recognized success under the SCFF. Link to: IEC Presentation	
October 8, 2025	Master Plan for Education Update	Jason Beardsley shared a draft of the cover page and table of contents of the Master Plan for Education, 2025-2030. The plan will be presented to DPAC at its next meeting on October 22, 2025, pending review and approval by senior staff. Link to: Master Plan for Education Cover and Table of Contents	
October 8, 2025	2026-2027 Annual Action Plans	Discussion of possible 2026-2027 Annual Action Plans • Data-Informed Scheduling, a finding in a previous Program Review Committee Report, was briefly discussed. • Other sources of possible Annual Actions Plans include recommendations in the IEC Report and the Master Plan for Education. Discussions will continue throughout the fall with the goal of forwarding Annual Action Plans for 2026-2027 to the Budget Committee in the winter.	
October 22, 2025	Facilities Update	Facilities Update: Presented by Jamar London, Co-Chair of DPAC Facilities Subcommittee Review of the 5-year construction plan including: ▪ All-gender restroom building (ongoing) ▪ Math building (completed) ▪ Art building (expected Spring 2027) ▪ Campus safety and security center (in initial proposal stage)	

		Funding sources explained: ▪ FPP (Final Project Proposal) ▪ IPP (Initial Project Proposal) ▪ State, local, and bond funding Emphasis on sequencing projects due to space and logistics constraints Link to: Facilities Update (5 Year Construction Plan, 5 Year Scheduled Maintenance Projects)	
October 22, 2025	Master Plan for Education	The draft of the Master Plan for Education is nearing completion. It is expected to be made public by November 8th, presented to DPAC on November 12th, to the Academic Senate on November 18th and to the Board of Trustees on December 2nd. The document is 330+ pages, includes department profiles and strategic recommendations. There was discussion on whether DPAC should have a more active role in shaping or reviewing the plan. Link to: MPE Update	
October 22, 2025	2026-2027 Annual Action Plans	Discussion: Annual Action Plans for 2026-2027 • Strategic Planning and data-informed scheduling ○ Need for smarter growth strategies post-budget cuts ○ Importance of aligning course offerings with student demand and funding metrics ○ Desire for broader institutional conversations beyond department-level decisions ○ Suggestions to involve counselors and classified staff in planning ○ Emphasis on modality, staffing challenges, and program viability • Focus on optimism and opportunity rather than quantity of plans	

		• Potential action items: ○ Educating campus on the Master Plan and SCFF (Student-Centered Funding Formula) ○ Strategic enrollment management training ○ Exploring excused withdrawals and their impact (AB 1705) ○ Improving math pathways and support structures • Strong sentiment for collaboration, transparency, and forward momentum • Recognition of the need to document decisions and outcomes	
November 12, 2025	Master Plan for Education	<u>Overview</u> Highlights of the updated Master Plan for Education were presented, outlining its purpose, structure, and next steps for implementation. The plan serves as a five-year educational blueprint connecting academic programs, facilities, technology, enrollment, and equity planning. It is grounded in data analysis, campus dialogue, and external review to ensure responsiveness to evolving higher education and workforce needs. <u>Purpose of the Master Plan</u> • Defines institutional priorities for the next five years. • Aligns academic programs with facilities, technology, and equity goals. • Supports compliance with state legislation and funding models. • Anchored in SMC's mission and values: integrity, sustainability, collaboration. <u>Key Chapters</u> Chapter 1: Introduction • SMC's 95-year history. • Highlights leadership in transfer, career education, and equity.	

		Chapter 2: Planning Context • Reviews demographic trends, policy changes, and funding models. • Addresses legislation and Vision 2030 alignment. • Notes challenges in affordability, technology adoption, and workforce shifts. Chapter 3: Planning Process and Insights • Summarizes ideation workshops and design charrettes. • Key insights: – Balance investment between transfer and career education. – Expand flexible learning modalities and wraparound student support. – Emphasize data-driven planning and transparency. Chapter 4: Environmental Scan • Provides quantitative and qualitative analysis of enrollment, equity gaps, and workforce trends. • Highlights: – Enrollment decline post-pandemic but stabilizing. – Increasing age diversity and Latinx majority. – Persistent racial equity gaps despite improved completion rates. – Growth in healthcare, technology, sustainability, and creative industries.	
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		Chapter 5: Department and Program and Trends • Profiles departments and future trends. • Identifies strong demand in art, business, health sciences, and emerging programs (cloud computing, aquaculture, homeless services). • Notes opportunities for non-credit programs and career pathways. Chapter 6: {Program and Facilities Development Recommendations • Strengthen transfer and career education programs. • Explore new fields: public health, cybersecurity, data science. • Scale hybrid and online modalities with consistent quality. • Modernize labs and create flexible learning spaces. • Build integrated data systems for planning and resource alignment. <u>Next Steps</u> • Report to Academic Senate and Board of Trustees. • Integrate Master Plan recommendations into the Strategic Plan. • Develop measurable objectives and timelines. • Monitor progress through transparent scorecards and annual reviews. • Continue campus-wide engagement for implementation. Link to: Master Plan for Education 2025-2030 Link to: Master Plan for Education Website	
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November 12, 2026	2026-2027 Annual Action Plans	Discussion: Annual Action Plans for 2026-2027 ▪ Strategic Planning and data-informed scheduling. ▪ Educate the campus on the Student Centered Funding Formula (SCFF) and its implications for funding and student success ensuring college practices translate into recognized success under the SCFF (Institutional Effectiveness Committee recommendation). • Integrate workplace violence prevention training into the upcoming 2025-2026 DPAC Action Plan as a strategy to foster a districtwide culture of safety and preparedness (Program Review recommendation).	
December 10, 2025	2026-2027 Annual Action Plans	Discussion: Annual Action Plans for 2026-2027 • Strategic Planning and data-informed scheduling. The initial workshop was held with department chairs on November 21st to brainstorm features for a future scheduling system. Key ideas included intuitive scheduling tools, better data on student preferences, analysis of course overlaps, and integration with educational plans. The next step will be to refine priorities in January, explore IT-built tools vs. third-party solutions (e.g., Stellic). Language for a 2026-2027 Annual Action Plan will be drafted by early February. ▪ Educate the campus on the Student Centered Funding Formula (SCFF) and its implications for funding and student success ensuring college practices translate into recognized success	

		under the SCFF (Institutional Effectiveness Committee recommendation). Language for a 2026-2027 Annual Plan will be drafted for review at the next meeting. Integrate workplace violence prevention training into the upcoming 2025-2026 DPAC Action Plan as a strategy to foster a districtwide culture of safety and preparedness (Program Review recommendation). See <u>2025-2026 Annual Action Plan #2</u> This is already underway as a 2025-2026 Annual Action Plan. A year-end report will be provided at the end of the academic year.	
December 10, 2025	OIR Recommendations	Link to: Report by the OIR Group Independent Evaluation of Santa Monica College's Readiness and Response to October 14, 2024 Campus Shooting Link to: Proposed District Implementation Plan presented to the Board of Trustees on December 2, 2025. Discussion included transparency and inclusivity in implementing 28 recommendations. Concerns were raised about lack of clarity on next steps and communication gaps. There was agreement that DPAC will serve as a reporting venue, with quarterly updates from OIR and internal accountability mechanisms. It was suggested that campus-wide engagement (e.g., Spring Flex sessions, departmental discussions) be planned with an emphasis on cultural change and proactive communication. Recommendation No. 17 states that SMC should develop a campus-wide Code of Civility. It was noted that existing board policy BP 3050 Institutional Code of Ethics includes a paragraph on civility, but there is need for broader engagement and cultural integration.	

December 10, 2025	Donation of \$1,000,000 from Conrad Lee and Joan Dempsey Klein	This donation is a legacy gift of Conrad Lee and Joan Dempsey Klein received more than a decade ago, held in trust by the SMC Foundation, and designated for use in support of online education. Link to: Klein Donation Bulletin It was reported that 99 new sections were added (39 winter, 60 spring) using this special funding. Winter sections are 96% full; spring sections slightly ahead of overall fill rates. Popular courses include English, Math, Psychology, Sociology, Ethnic Studies. There was discussion on analyzing fill rates by time slots and modalities (online vs. on-ground). The Partial district funding allows the District to claim FTES. Drop rates and efficiency measures will be monitored.	
December 10, 2025	DPAC Meetings: Meeting time for 2026	It was agreed that the start time of DPAC meetings starting in January 2026 be changed to 2 p.m.	
January 14, 2026	2026-2027 Annual Action Plans	Discussion: Proposed Annual Action Plans for 2026-2027 <u>#1: Strategic Planning and Data-Informed Scheduling</u> Vice-President of Academic Affairs Jason Beardsley will be meeting with department chairs on January 16, 2026 to discuss data-informed scheduling practices and the impact on student preferences, user experience and educational outcomes. The discussion included the following: • Challenges of capturing student preferences and the need for better visualization tools to assist with decision-making • Incorporate Stellic data to identify needed courses based on student education plans • The effectiveness of HyFlex modality • Protecting activity hour for student life and the need to balance class scheduling with student engagement opportunities	

		It was agreed that there should be a discussion on how leverage data-informed scheduling could drive broader strategic planning for the college's future growth and resource allocation. This action plan will be refined with more clarity after the chair's meeting and another draft will be presented to DPAC at the next meeting. <u>#2: Educate the Campus on the Student Centered Funding Formula (SCFF);</u> The goal is the help the campus better understand how the SCFF funding works especially complexities ("the tricks") in state reporting. DPAC discussed the importance of understanding and improving the student-centered funding formula (SCCF) and its impact on campus services. The proposed annual action plan includes the following methods to accomplish: • Fall 2026 Professional Development Day presentation • Maintain Budget Website with SCFF updates. Link to: Budget Website • Schedule Workshops/Trainings • Solicit area-specific questions and insights about how the SCFF relates to current college practices. Chris Bonvenuto, Vice-President of Business/Administration shared insights from working with the Chancellor's Office, revealing unexpected challenges in metric reporting, such as auto-awarded degrees and summer class transfers not being counted. He highlighted the need for training sessions to educate staff on SCCF basics and complex reporting metrics, with a focus on helping departments gain insights on how current campus practices may affect funding through the SCFF. The Budget website has been updated with	
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		SCCF information that provides data comparisons with other districts, emphasizing SMC's strong performance in areas like associate degrees for transfer and completion rates. DPAC expressed strong interest and support. <u>#3: OIR Group Report/Recommendations and District Implementation Plan</u> The discussion focused on the implementation of the recommendations in the OIR report. The following concerns were expressed: • OIR recommendations were approved by the Board of Trustees before constituency groups could provide feedback. • There should be a clear, transparent and inclusive plan for the implementation of the recommendations. • There are gaps in the OIR report (employee relations, prevention and HR processes) • What is DPAC's role in both planning and implementation? It was agreed that since implementation of the OIR recommendations is already underway, a 2026-2027 Annual Action Plan is not necessary. Instead, it was suggested that a recommendation be developed by DPAC to forward to the Superintendent/President to contain additional actions not included in the OIR report that can improve campus safety. DPAC agreed on the following: • DPAC will request that the DPAC Human Resources Subcommittee review BP 3050 Institutional Code of Ethics and possibly revise it or draft a new code of civility to be forwarded to DPAC for review.	
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		Note: BP 3050, Institutional Code of Ethics includes a paragraph on civility; a separate Code of Civility policy does not exist. <u>For reference:</u> OIR Recommendation No. 17: It is recommended that DPAC develop a Code of Civility for the College. • DPAC will discuss how to support a transparent and inclusive process for the implementation of the OIR recommendations. <u>For reference:</u> Recommendation No. 28: The College should develop a transparent and inclusive process to consideration of the recommendations. Recommendation No 29: The College should develop an implementation plan for any accepted recommendation and report to its community regarding the plan's progress. Response: Agree Next Steps: This implementation plan sets forth a series of actions to take in response to the OIR report. It includes regular reports to the College community. Campus Counsel or designee will present quarterly updates to DPAC.	
January 28, 2026	Code of Civility	Recommendation No. 1: It is recommended that DPAC request that the DPAC Human Resources Subcommittee review BP 3050 Institutional Code of Ethics and possibly revise it or draft a new code of civility to be forwarded to DPAC for review.	

		Note: BP 3050, Institutional Code of Ethics includes a paragraph on civility; a separate Code of Civility policy does not exist. <u>For reference:</u> OIR Recommendation No. 17: It is recommended that DPAC develop a Code of Civility for the College. The discussion focused on the recommendation to develop a campus-wide code of civility in response to the OIR report. There was debate about whether to have the DPAC Human Resources Subcommittee review and possibly revise the existing institutional code of ethics (BP3050) or to explore creating a new code of civility. The discussion highlighted concerns about academic freedom, the need for clear examples and scenarios, and the importance of involving all constituencies in the process. Motion was made by Vicenta Arrizon and seconded by Stephanie Amerian to approve the recommendation as presented. Vote: 3 Ayes, 5 Noes. The recommendation was not approved. Cindy Ordaz proposed a revised recommendation for DPAC to consider at the next meeting, as follows: DPAC recommends that HR DPAC Subcommittee develop a campus-wide Code of Civility consistent with OIR Recommendation 17, to define behavior-based norms that foster respectful and effective working relationships. The Code should be developed collaboratively with representatives of line employees and managers, include clear expectations and	
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		examples, establish a fair process for addressing incivility, and be implemented through facilitated scenario-based training for current and onboarding employees. The Code should align with BP 3050 and existing policies/CBAs and serve as a shared expectations framework that strengthens workplace culture and accountability.	
January 28, 2026	2026-2027 Annual Action Plans	#1: Strategic Planning and data-informed scheduling. Jason Beardsley met with department chairs on January 16, 2026 to discuss how to enhance data-informed scheduling. He reported that a cross-functional team with strong representation among department chairs will attend the Chancellor's Office SEM Academy to explore, define, and validate a group of new practices and data required to enhance the strategic use of course scheduling toward SMC's institutional goals of access, engagement and success. A potential example of such a project would be to incorporate "student enrollment patterns, success and completion rates, and/or education plans" as described in the SEM Academy application. This will be incorporated into the 2026-2027 Annual Action Plan #2: Educate the campus on the Student Centered Funding Formula (SCFF) and its implications for funding and student success ensuring college practices translate into recognized success under the SCFF (Institutional Effectiveness Committee recommendation).	

February 11, 2026	Code of Civility	There was debate about requesting the DPAC Human Resources subcommittee to develop a draft to forward to DPAC. Key points included: • Whether the existing SMC ethics policy is sufficient. BP 3050 Institutional Code of Ethics • Avoiding a document that becomes symbolic but unenforced. • Protecting free speech and academic freedom. • Ensuring the code is not used to police thought or suppress disagreement. • Ensuring truly inclusive, transparent development that involves all employee groups and students. A motion was made by Sasha King and seconded by Elaine Roque that DPAC charge the Human Resources Subcommittee to research, summarize, and present exemplars of civility codes from other community colleges, including their related training practices, and provide an analysis of SMC's own relevant board policies to DPAC, no later than the last DPAC meeting of spring 2026. <i>Unanimously approved.</i> The Human Resources Subcommittee co-chairs will be invited to the next meeting to discuss the scope and context of the civility code assignment.	
February 11, 2026	OIR Recommendations	Discussion: How to support a transparent and inclusive process for the implementation of the OIR recommendations. The discussion focused on the implementation of the OIR recommendations and concerns about communications gaps, lack of clarity about who is	

		accountable for the recommendations and the need for broader continued engagement beyond bulletins and email updates. Suggestions included public, accessible tracking of progress, town-hall style updates, and direct communication from college leadership. It was mentioned that many of the recommendations are related to specific groups, such as CSEA, SMC Police, Santa Monica City Police. The administrative representatives affirmed the willingness to improve communication practices and bring feedback to senior staff. DPAC will have to opportunity to engage in further discussion when the quarterly updates are presented by Campus Counsel Bob Myers.	
February 11, 2026	2026-2027 Annual Action Plans	The 2026-2027 Annual Action Plans were approved. #1: Advance Santa Monica College toward a more strategic, coordinated, and data-informed approach to course scheduling and enrollment management (<i>as amended</i>). #2: Educate the campus on the Student Centered Funding Formula (SCFF) and its implications for funding and student success ensuring college practices translate into recognized success under the SCFF (Institutional Effectiveness Committee recommendation).	Motion was made by Cindy Ordaz and seconded by Jose Hernandez to approve the following 2026-2027 Annual Action Plans. <i>Unanimously approved.</i>
February 25, 2026	Code of Civility	Charge to the DPAC Human Resources Subcommittee to develop a campus-wide Code of Civility. The discussion focused on the development of a campus-wide code of civility, with the DPAC Human Resources Subcommittee tasked to research and present exemplars of civility codes from other community colleges and analyze SMC's relevant board policies. The group discussed the scope and	

		potential content of the civility code, considering it as a statement of values and guidelines, distinct from existing ethics codes. The deadline for the report was confirmed as the last DPAC meeting in Spring 2026 (June 24, 2026).	
February 25, 2026	Strategic Planning	DPAC's role in the development of a comprehensive strategic plan to align with the college's Master Plan for Education 2025-2030 and resource allocation was discussed. It was proposed that DPAC should oversee the development of the strategic plan and define the structure and parameters of the strategic planning process. It was acknowledged that the plan development might involve a different body or task force. DPAC members were encouraged to review the 2017 Strategic Planning and Facilitation Report to gain insights into planning recommendations for DPAC. Other key points included: • The importance of creating a staffing plan and addressing structural deficits • The need for data and benchmarks to prioritize operations. • The role of a strategic planning task force and the potential involvement of the new Superintendent/President.	
March 11, 2026	Strategic Planning	Discussion - Strategic Planning: DPAC members shared their thoughts on the various strategic plans from other community colleges . Two models were highlighted: • College of the Canyons' strategic plan (clear structure, measurable objectives). • SMC's prior Integrated Student Success & Equity Plan (strong accountability and inclusivity). It was suggested that the SMC plan might combine the detail of the Canyons model with	

		the accountability framework of SMC’s earlier plan. Members discussed: • What it would mean for DPAC to initiate, oversee, or coordinate the strategic planning process. • The potential structure of a new task force or committee charged with developing and executing the strategic plan. • Comparison to past SMC master plan committees (1997–1998), which were large, cross-functional, and handled extensive data and writing. • Whether a large, diverse group will be necessary—especially if the college does <i>not</i> use an external consultant. • The importance of transparency, regular reporting, and including representatives from across constituencies. Some members noted difficulty understanding how other colleges formed their planning bodies, given differences in internal governance structures. There was agreement that SMC should adapt approaches that fit its own system. There was also discussion on whether this future group should be: • A standing committee, or • A temporary body that forms and dissolves as needed for each cycle of strategic planning. Toward the end of the meeting, members agreed to: 1. Continue the strategic planning discussion at the next meeting,	
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		2. Focus on: • Membership structure for the planning group, and • Whether to use an external consultant.	
March 25, 2026	2026-2027 Annual Action Plans	The Budget Committee reviewed and approved the proposed 2026-2027 Annual Action Plans, as follows: <u>2026-2027 Annual Action Plan # 1</u> Recommendation: On March 18, 2026, the Budget Committee reviewed the Annual Action Plan # 1 and recommends the Strategic Data Informed Scheduling Plan to DPAC and the Superintendent/President as presented, for consideration of inclusion in the 2026-2027 District Budget. Annual Action Plan #1 includes a \$20,000 on-time funding request for SMC's participation in the IEPI SEM Academy. Participants will include Academic and Student Affairs leadership, Deans, Academic Senate leadership, department chairs and scheduling specialists. <u>2026-2027 Annual Action Plan #2</u> Recommendation: On March 18, 2026, the Budget Committee reviewed the Annual Action Plan # 2 and recommends the Educate the Campus on the Student-Centered Funding Formula (SCFF) Plan to DPAC and the Superintendent/President as presented, for review and consideration. The goal of Annual Action Plan #2 is to educate the campus community on SCFF mechanics and implications. It has zero cost and can be completed using existing staff time.	Motion was made by Jason Beardsley and seconded by Eva Palafox to approved forwarding the 2026-2027 Annual Action Plans to the Superintendent/President for consideration to include in the tentative budget. <i>It was unanimously approved.</i>

		An amendment to 2026-2027 Annual Action Plan #2 was approved: Add Hannah Lawler, Dean of Institutional Research, was added to the list of Lead Persons.	
March 25, 2026	2025-2026 Annual Action Plans	Mid-Year Update: 2025-2026 Annual Action Plan #1, Develop a Climate Action Plan <u>Mid-Year Update: 2025-2026 Annual Action Plan #1, Develop a Climate Action</u> Ferris Kavar, Director of Sustainability, presented an update on the 2025-2026 Annual Action Plan #1, Develop a Climate Action Plan. The plan aims to reduce climate impact across multiple areas including water, carbon, electricity, buildings, solid waste, and transportation. The plan includes goals for greenhouse gas emissions with different targets for 2026, 2030, and 2035, along with strategies for energy, green buildings, transportation, water efficiency, and waste reduction. The plan addresses student engagement through curriculum integration and workforce development for clean tech industries, as well as climate adaptation and resilience measures. The sustainability facility is used as a "living lab" for students, where tours and presentations are conducted for faculty and students studying sustainability. While there isn't a formal connection to policy programs, faculty engage students from environmental studies and science programs through presentations and federal work study opportunities. Stakeholder presentations with faculty, staff, managers, students and equity groups are progressing well with generally positive reception.	

		There are challenges in implementing sustainability initiatives, emphasizing the need for widespread buy-in and personal responsibility across departments. The Chancellor's Office recommends reporting through STARS, a national rating system, but noted that these goals are self-imposed with no specific penalties for non-compliance. Also provided was an update on the campus's existing purple pipe infrastructure, which is ready for implementation at 17th and Pico but requires additional funding to connect it to the existing system.	
March 25, 2026	Strategic Planning	There was consensus against hiring a consultant due to cost, campus climate and the preference for an internal and collaborative process. The discussion included the potential structure of the strategic planning group and its relationship to DPAC. It was agreed that DPAC would be the delegating and oversight body, not the implementation body. The strategic planning group would be responsible for writing the plan, meeting deadlines and reporting to DPAC at defined milestones. A work group of DPAC will draft a proposal for a strategic planning group structure, which will include the charge to the committee, membership structure/composition, reporting relationships and timeline expectations. It was requested that a draft the proposed structure of or a strategic planning group be presented to DPAC for discussion and possible approval by the end of the academic year with the goal of updating DPAC's Scope and Function to formally incorporate strategic planning responsibilities.	

April 22, 2026	OIR Group Recommendations	<u>2026 First Quarter Report on Implementation of OIR Group Recommendations</u> The first quarter report on the implementation of OIR group recommendations was presented to DPAC for review and discussion. Key updates included progress on training initiatives, with \$125,000 in funding received for training programs including incident command and crime prevention through environmental design. It was reported that computer terminals have been installed at some satellite campuses, though others still need setup. The group discussed the need for a more inclusive process in developing the civility code and addressing campus-wide issues. There was also discussion about the importance of transparent communication about safety improvements and the need to make the quarterly report publicly available to the entire college community. The importance of maintaining open communication and building trust with the campus community regarding implementation progress was emphasized. The discussion included the role of DPAC in making recommendations to the Superintendent/ President, particularly regarding healing and trauma-related initiatives, while acknowledging that specific healing processes might be outside DPAC's direct purview.	
April 22, 2026	2025-2026 Annual Action Plans	Mid-Year Update: 2025-2026 Annual Action Plan #2 – Campus Safety Plan. • Targeted Safety Training: ○ Hazard-specific safety training tailored to job duties is now part of onboarding. ○ Monthly safety trainings expanded beyond M&O to other relevant departments.	

		• Emergency Communications: ○ New radios integrated with LA-RICS to improve interoperability with regional law enforcement and emergency agencies. ○ Old radios will be repurposed for campus emergency and special event channels. • Emergency Preparedness & Equipment: ○ Grant funding used to purchase emergency equipment for satellite campuses, including lighting, generators, survival kits, and trauma kits. ○ CERT training capacity being developed internally, with plans to expand campus-wide. • Exercises and Training: ○ Tabletop emergency exercises planned, beginning in summer. ○ Participation in state and federal emergency management training programs (Cal OES and FEMA). • Safety Culture and Accountability: ○ Emphasis on shared responsibility and daily safety management. ○ Department-level inspections and corrective action tracking implemented. ○ Ongoing surveys and data analysis to inform improvements. • Continuous Improvement: ○ Commitment to post-incident debriefs involving all affected groups. ○ Annual campus safety walks to identify and mitigate hazards proactively.	
May 13, 2026	Strategic Planning	Update: Strategic Planning Work Group DPAC Chair Jason Beardsley provided an overview of work completed by an ad hoc Strategic Planning Work Group, which met in lieu of a regularly scheduled DPAC meeting. The group developed a draft framework for the Strategic Planning Task	

		Force (SPTF) outlining DPAC's role in initiating and overseeing a new institutional strategic planning process. <u>Role of DPAC:</u> • Monitoring the currency of the college's strategic plan • Ensuring adherence to the five-year strategic planning cycle • Guiding formation of a Strategic Planning Task Force (SPTF) • Defining task force membership principles • Approving the strategic planning timeline • Receiving progress reports from the task force • Ensuring alignment with Board goals, mission, vision, and existing plans It was clarified that DPAC's role is oversight, not authorship of the strategic plan. <u>Scope and Function of the SPTF</u> • Developing a comprehensive institutional strategic plan • Conducting data-informed analysis (enrollment, budget, staffing, capacity) • Establishing measurable goals, timelines, and performance indicators • Integrating existing college and district plans • Engaging campus stakeholders through structured input and feedback • Producing a final strategic plan for DPAC review and recommendation to the Superintendent/President and Board of Trustees <u>SPTF Membership and Structure:</u> • Appropriate representation and expertise on the task force	
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		• Balancing constituent representation with institution-wide perspectives • Avoiding role confusion between governance oversight and operational accountability ▪ DPAC emphasized that committees do not hold individuals accountable; accountability resides with administration. <u>Proposed Timeline</u> DPAC reviewed a preliminary strategic planning timeline and discussed concerns regarding: • Meaningful campus engagement during summer months • Ensuring widespread buy-in from faculty, staff, administrators, and students • Avoiding overreliance on passive communication methods DPAC emphasized a proactive, highly visible communication strategy, potentially including Flex Day engagement and phased outreach across constituencies. <u>Institutional Effectiveness Office</u> There was consensus that the college would benefit from a formal Institutional Effectiveness (IE) function to support planning, integration, assessment, and reporting. Key points included: • The absence of a dedicated IE structure has hindered sustained planning follow-through. • Other institutions use IE offices to connect planning, program review, budgeting, and accreditation. • Recommendations regarding IE have already been received by senior leadership. • Any IE position would require formal administrative and Board approval.	
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		DPAC agreed to schedule a formal discussion and potential recommendation regarding an IE office at the May 27, 2026 meeting. <u>Baccalaureate Degrees and Future Planning</u> Discussion included the importance of aligning baccalaureate degree development with institutional strategic planning, including: • Resource allocation and sustainability • Faculty involvement • Learning from prior program implementation experiences • Reviewing planning structures at other colleges with bachelor's programs List of the approved Bachelor's Degree Programs Programs by College and Degree	
May 13, 2026	OIR Group Recommendations	Recap: 2026 First Quarter Report on Implementation of OIR Group Recommendations DPAC discussed the first quarterly update on implementation of OIR recommendations. • The committee emphasized that quarterly reports should be publicly presented to the Board of Trustees, consistent with commitments made when the report was adopted. • Transparency and open communication were identified as essential components of institutional healing and trust-building. Discussion also included ongoing campus safety and wellness concerns, including: • The need for both physical safety measures and emotional/psychological support • Gaps in ongoing, accessible employee wellness and trauma-informed resources	

		- The importance of creating environments where employees feel safe, supported, and informed Models at other community colleges were referenced including employee resource centers and counseling services, as potential examples. Mt. SAC Restorative Justice Program: https://www.mtsac.edu/hr/restorativejustice.html - Administration will consult with relevant leaders regarding safety, wellness, and trauma-informed initiatives. - DPAC will receive follow-up information and proposals for consideration at a future meeting.	
May 27, 2026	Schedule of DPAC Meetings 2026-2027	Link to: 2026-2027 DPAC Meetings The tentative schedule for 2026-2027 DPAC meetings was discussed, noting that the schedule may need to be adjusted to accommodate the completion of reports, specifically the Program Review and Institutional Effectiveness reports. It was agreed to cancel the DPAC meeting on August 12, 2026.	Motion was made by Vicenta Arrizon and seconded by Cindy Ordaz to approve the schedule of DPAC meetings for 2026-2027 with the understanding that it will be modified as needed. <i>Unanimously approved</i>
May 27, 2026	Strategic Planning Task Force Establishment of Institutional Effectiveness (IE) Office at Santa Monica College	DPAC reviewed the Integrated Planning Section of the 2017-2022 Strategic Planning and Facilitation Report. Key points of the discussion included: - Concerns about creating a Strategic Planning Task Force, and whether this temporary group would effectively address long-term strategic planning needs at the college. - The need to better link program review efforts with central college-wide strategic planning to ensure effectiveness and coordination. It was	

		suggested that connecting program review to resource allocation could improve engagement and accountability. • The need to improve communication and representation in strategic planning processes, suggesting that more voices should be included in DPAC meetings to ensure better alignment across different areas. • The need to reevaluate DPAC's structure and function, noting that the current structure may not align with the college's current needs and changes since its formation in 2003 and whether it effectively serves as the college's primary planning body. Peer institutions commonly utilize more centralized planning bodies and dedicated institutional effectiveness structures. • The Dean of Institutional Research position will include elements of planning and institutional effectiveness. There was general agreement that the college would benefit from a formal institutional effectiveness structure, but additional discussion is needed before formal action is taken. Accordingly, Recommendations No. 2 and No. 3 were tabled (no action taken). • The discussion regarding the establishment of an Institutional Effectiveness office and/or the formation of a broader strategic planning task force will be continued at the next DPAC meeting. • The Vice-President of Student Success Tania Acosta and Vice-President of Human Resources Tre'Shawn Hall-Baker will be invited to the next DPAC meeting to participate in the ongoing discussion about strategic planning, institutional effectiveness, and potential restructuring of DPAC.	
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June 10, 2026	HR Staffing Plan	Update: HR Staffing Plan. Vice-President of Human Resources Tre'Shawn Hall-Baker provided an overview of the proposed Human Resources staffing plan for Santa Monica College, outlining key components including organizational structure review, staffing levels assessment, and stakeholder engagement strategies. The plan would cover all district employees and aim to align with institutional goals, student success initiatives, and fiscal sustainability. The proposed cost for an external staffing plan requires a formal bidding process starting mid-September. It was suggested that constituency groups be included in a bidding committee to address concerns about faculty staffing and classification plans. Tre'Shawn agreed with the proposal to include representatives from each constituency group in the bidding process to ensure transparency and fairness. Link to: HR Staffing Plan Presentation	
June 10, 2026	Strategic Planning Institutional Effectiveness Office	Context was provided about the Education Master Plan and previous planning gaps identified in the 2017 Strategic Planning and Facilitation Report . Vice-President of Student Success Tania Acosta shared details about a comprehensive strategic planning process used in Florida, which included environmental scans, community outreach through roadshows and workshops, and the formation of implementation work groups led by vice presidents. The discussion explored how DPAC might be restructured or adjusted to better support strategic planning processes, with input sought from senior staff about planning approaches at other institutions. The current composition and voting structure of DPAC was discussed and the possibility of additional representatives such as an office of	

		institutional effectiveness (IR/IE) person or other vice-presidents as resources. The discussion highlighted the current voting structure's balance and the historical importance of maintaining balance at the voting table, while also noting that the DPAC could invite additional experts as resources without changing the current structure. It was suggested that institutional effectiveness and program review functions might be better housed in an administrative department rather than as Academic Senate committees, while maintaining faculty representation. Cindy Ordaz presented a comprehensive document outlining planning, governance, and accountability structures needed to ensure institutional priorities are translated into measurable outcomes over the next decade. She highlighted that while multiple leadership transitions and staff changes have occurred since 2017, many strategic planning issues identified in previous efforts remain relevant. The discussion focused on reviewing current organizational structure, resource allocation, governance effectiveness, and the need for better transparency and accountability mechanisms. The group agreed to review the document and provide feedback for their next discussion.	
June 24, 2026	Election of DPAC Vice-Chair, 2026-2027		Motion was made by Peter Morse and seconded by Cindy Ordaz to elect Vicenta Arrizon as DPAC Vice-Chair, 2026-2027. <i>Unanimously approved</i>
June 24, 2026	Code of Civility	Vina Chin, Director of Human Resources, presented a comprehensive report from the DPAC Human Resources Subcommittee on a proposed civility code. The subcommittee's research found that	

		most community colleges do not have standalone civility policies, with values and principles typically incorporated into existing SMC Board Policies such as Board District 1200 and Board Policy 3050 (Institutional Code of Ethics). The subcommittee recommended that creating a new standalone policy is not necessary, since current policies already address civility expectations and misconduct through collective bargaining agreements, merit rules, and other existing frameworks. Concerns were expressed about the need for better training and education across different employee groups, including managers, faculty, and classified staff, regarding civil conduct and public meeting protocols. Members debated whether current policies like BP 3050 are sufficient versus needing more operational frameworks, with some members suggesting the need for gap analysis and enhanced training rather than just creating new policies. It was agreed that a draft recommendation to the Superintendent/President be developed for the next meeting regarding how the college should address the OIR report's recommendation for a civility code.	
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July 9, 2025	2025-2026 Annual Action Plans	Information: 2025-2026 Annual Action Plan #2 – Campus Safety - Conduct a comprehensive college-wide safety audit to create a strong campus safety culture. On June 11, 2025, DPAC approved 2025-2026 Annual Action Plan #2 and forwarded its recommendation to Dr. Jeffery to include a budget of \$28,000 for items that are needed to create an ongoing Safety Culture at the College. An additional budget of \$25,000 is for items that will improve and enhance the Emergency Preparedness Planning and Operations; however, they are not mandatory for the program success. Superintendent/President Kathryn Jeffery approved including \$28,000 in the 2025-2026 District budget for items that are needed to create an ongoing Safety Culture at the College.	
March 25, 2026	2025-2026 Annual Action Plans	Mid-Year Update: 2025-2026 Annual Action Plan #1, Develop a Climate Action Plan Ferris Kavar, Director of Sustainability, presented an update on the 2025-2026 Annual Action Plan #1, Develop a Climate Action Plan. The plan aims to reduce climate impact across multiple areas including water, carbon, electricity, buildings, solid waste, and transportation. The plan includes goals for greenhouse gas emissions with different targets for 2026, 2030, and 2035, along with strategies for energy, green buildings, transportation, water efficiency, and waste reduction. The plan addresses student engagement through curriculum integration and workforce development for clean tech industries, as well as climate adaptation and resilience measures. The sustainability facility is used as a "living lab" for students, where tours and presentations are conducted for faculty and students studying	

		sustainability. While there isn't a formal connection to policy programs, faculty engage students from environmental studies and science programs through presentations and federal work study opportunities. Stakeholder presentations with faculty, staff, managers, students and equity groups are progressing well with generally positive reception. There are challenges in implementing sustainability initiatives, emphasizing the need for widespread buy-in and personal responsibility across departments. The Chancellor's Office recommends reporting through STARS, a national rating system, but noted that these goals are self-imposed with no specific penalties for non-compliance. Also provided was an update on the campus's existing purple pipe infrastructure, which is ready for implementation at 17th and Pico but requires additional funding to connect it to the existing system.	
April 22, 2026	2025-2026 Annual Action Plans	Mid-Year Update: 2025-2026 Annual Action Plan #2 – Campus Safety Plan. • Targeted Safety Training: ○ Hazard-specific safety training tailored to job duties is now part of onboarding. ○ Monthly safety trainings expanded beyond M&O to other relevant departments. • Emergency Communications: ○ New radios integrated with LA-RICS to improve interoperability with regional law enforcement and emergency agencies. ○ Old radios will be repurposed for campus emergency and special event channels. • Emergency Preparedness & Equipment: ○ Grant funding used to purchase emergency equipment for satellite	

		campuses, including lighting, generators, survival kits, and trauma kits. ○ CERT training capacity being developed internally, with plans to expand campus-wide. • Exercises and Training: ○ Tabletop emergency exercises planned, beginning in summer. ○ Participation in state and federal emergency management training programs (Cal OES and FEMA). • Safety Culture and Accountability: ○ Emphasis on shared responsibility and daily safety management. ○ Department-level inspections and corrective action tracking implemented. ○ Ongoing surveys and data analysis to inform improvements. • Continuous Improvement: ○ Commitment to post-incident debriefs involving all affected groups. ○ Annual campus safety walks to identify and mitigate hazards proactively.	
October 8, 2025	2026-2027 Annual Action Plans	Discussion of possible 2026-2027 Annual Action Plans • Data-Informed Scheduling, a finding in a previous Program Review Committee Report, was briefly discussed. • Other sources of possible Annual Actions Plans include recommendations in the IEC Report and the Master Plan for Education. Discussions will continue throughout the fall with the goal of forwarding Annual Action Plans for 2026-2027 to the Budget Committee in the winter.	

October 22, 2025	2026-2027 Annual Action Plans	Discussion: Annual Action Plans for 2026-2027 • Strategic Planning and data-informed scheduling ○ Need for smarter growth strategies post-budget cuts ○ Importance of aligning course offerings with student demand and funding metrics ○ Desire for broader institutional conversations beyond department-level decisions ○ Suggestions to involve counselors and classified staff in planning ○ Emphasis on modality, staffing challenges, and program viability • Focus on optimism and opportunity rather than quantity of plans • Potential action items: ○ Educating campus on the Master Plan and SCFF (Student-Centered Funding Formula) ○ Strategic enrollment management training ○ Exploring excused withdrawals and their impact (AB 1705) ○ Improving math pathways and support structures • Strong sentiment for collaboration, transparency, and forward momentum • Recognition of the need to document decisions and outcomes	
December 10, 2025	2026-2027 Annual Action Plans	Discussion: Annual Action Plans for 2026-2027 Strategic Planning and data-informed scheduling. The initial workshop was held with department chairs on November 21st to brainstorm features for a future scheduling system. Key ideas included intuitive scheduling tools, better data on student	

		preferences, analysis of course overlaps, and integration with educational plans. The next step will be to refine priorities in January, explore IT-built tools vs. third-party solutions (e.g., Stellic). Language for a 2026-2027 Annual Action Plan will be drafted by early February. ▪ Educate the campus on the Student Centered Funding Formula (SCFF) and its implications for funding and student success ensuring college practices translate into recognized success under the SCFF (Institutional Effectiveness Committee recommendation). Language for a 2026-2027 Annual Plan will be drafted for review at the next meeting. • Integrate workplace violence prevention training into the upcoming 2025-2026 DPAC Action Plan as a strategy to foster a districtwide culture of safety and preparedness (Program Review recommendation). See <u>2025-2026 Annual Action Plan #2</u> This is already underway as a 2025-2026 Annual Action Plan. A year-end report will be provided at the end of the academic year.	
January 14, 2026	2026-2027 Annual Action Plans	Discussion: Proposed Annual Action Plans for 2026-2027 <u>#1: Strategic Planning and Data-Informed Scheduling</u> Vice-President of Academic Affairs Jason Beardsley will be meeting with department chairs on January 16, 2026 to discuss data-informed scheduling practices and the impact on student preferences, user experience and educational outcomes.	

		The discussion included the following: • Challenges of capturing student preferences and the need for better visualization tools to assist with decision-making • Incorporate Stellic data to identify needed courses based on student education plans • The effectiveness of HyFlex modality • Protecting activity hour for student life and the need to balance class scheduling with student engagement opportunities It was agreed that there should be a discussion on how leverage data-informed scheduling could drive broader strategic planning for the college's future growth and resource allocation. This action plan will be refined with more clarity after the chair's meeting and another draft will be presented to DPAC at the next meeting. <u>#2: Educate the Campus on the Student Centered Funding Formula (SCFF);</u> The goal is the help the campus better understand how the SCFF funding works especially complexities ("the tricks") in state reporting. DPAC discussed the importance of understanding and improving the student-centered funding formula (SCCF) and its impact on campus services. The proposed annual action plan includes the following methods to accomplish: • Fall 2026 Professional Development Day presentation • Maintain Budget Website with SCFF updates. Link to: Budget Website • Schedule Workshops/Trainings • Solicit area-specific questions and insights about how the SCFF relates to current college practices.	
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		Chris Bonvenuto, Vice-President of Business/Administration shared insights from working with the Chancellor's Office, revealing unexpected challenges in metric reporting, such as auto-awarded degrees and summer class transfers not being counted. He highlighted the need for training sessions to educate staff on SCCF basics and complex reporting metrics, with a focus on helping departments gain insights on how current campus practices may affect funding through the SCCF. The Budget website has been updated with SCCF information that provides data comparisons with other districts, emphasizing SMC's strong performance in areas like associate degrees for transfer and completion rates. DPAC expressed strong interest and support. <u>#3: OIR Group Report/Recommendations and District Implementation Plan</u> The discussion focused on the implementation of the recommendations in the OIR report. The following concerns were expressed: • OIR recommendations were approved by the Board of Trustees before constituency groups could provide feedback. • There should be a clear, transparent and inclusive plan for the implementation of the recommendations. • There are gaps in the OIR report (employee relations, prevention and HR processes) • What is DPAC's role in both planning and implementation? It was agreed that since implementation of the OIR recommendations is already underway, a 2026-2027 Annual Action Plan is not necessary. Instead, it was suggested that a recommendation be developed by DPAC to forward to the	
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		Superintendent/President to contain additional actions not included in the OIR report that can improve campus safety. DPAC agreed on the following: - DPAC will request that the DPAC Human Resources Subcommittee review BP 3050 Institutional Code of Ethics and possibly revise it or draft a new code of civility to be forwarded to DPAC for review. Note: BP 3050, Institutional Code of Ethics includes a paragraph on civility; a separate Code of Civility policy does not exist. <u>For reference:</u> OIR Recommendation No. 17: It is recommended that DPAC develop a Code of Civility for the College. - DPAC will discuss how to support a transparent and inclusive process for the implementation of the OIR recommendations. <u>For reference:</u> Recommendation No. 28: The College should develop a transparent and inclusive process to consideration of the recommendations. Recommendation No 29: The College should develop an implementation plan for any accepted recommendation and report to its community regarding the plan's progress. Response: Agree Next Steps: This implementation plan sets forth a series of actions to take in response to the OIR report. It includes regular reports to the College community. Campus Counsel or designee will present quarterly updates to DPAC.	
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January 28, 2026	2026-2027 Annual Action Plans	#1: Strategic Planning and data-informed scheduling. Jason Beardsley met with department chairs on January 16, 2026 to discuss how to enhance data-informed scheduling. He reported that a cross-functional team with strong representation among department chairs will attend the Chancellor's Office SEM Academy to explore, define, and validate a group of new practices and data required to enhance the strategic use of course scheduling toward SMC's institutional goals of access, engagement and success. A potential example of such a project would be to incorporate "student enrollment patterns, success and completion rates, and/or education plans" as described in the SEM Academy application. This will be incorporated into the 2026-2027 Annual Action Plan. #2: Educate the campus on the Student Centered Funding Formula (SCFF) and its implications for funding and student success ensuring college practices translate into recognized success under the SCFF (Institutional Effectiveness Committee recommendation).	
February 11, 2026	2026-2027 Annual Action Plans	The 2026-2027 Annual Action Plans were approved. #1: Advance Santa Monica College toward a more strategic, coordinated, and data-informed approach to course scheduling and enrollment management (<i>as amended</i>). #2: Educate the campus on the Student Centered Funding Formula (SCFF) and its implications for funding and student success ensuring college practices translate into recognized success under the SCFF (Institutional Effectiveness Committee recommendation).	Motion was made by Cindy Ordez and seconded by Jose Hernandez to approve the following 2026-2027 Annual Action Plans. <i>Unanimously approved.</i>

March 25, 2026	2026-2027 Annual Action Plans	The Budget Committee reviewed and approved the proposed 2026-2027 Annual Action Plans, as follows: <u>2026-2027 Annual Action Plan # 1</u> Recommendation: On March 18, 2026, the Budget Committee reviewed the Annual Action Plan # 1 and recommends the Strategic Data Informed Scheduling Plan to DPAC and the Superintendent/President as presented, for consideration of inclusion in the 2026-2027 District Budget. Annual Action Plan #1 includes a \$20,000 on-time funding request for SMC's participation in the IEPI SEM Academy. Participants will include Academic and Student Affairs leadership, Deans, Academic Senate leadership, department chairs and scheduling specialists. <u>2026-2027 Annual Action Plan #2</u> Recommendation: On March 18, 2026, the Budget Committee reviewed the Annual Action Plan # 2 and recommends the Educate the Campus on the Student-Centered Funding Formula (SCFF) Plan to DPAC and the Superintendent/President as presented, for review and consideration. The goal of Annual Action Plan #2 is to educate the campus community on SCFF mechanics and implications. It has zero cost and can be completed using existing staff time. An amendment to 2026-2027 Annual Action Plan #2 was approved: Add Hannah Lawler, Dean of Institutional Research, was added to the list of Lead Persons.	Motion was made by Jason Beardsley and seconded by Eva Palafox to approved forwarding the 2026-2027 Annual Action Plans to the Superintendent/President for consideration to include in the tentative budget. <i>It was unanimously approved.</i>
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November 12, 2026	2026-2027 Annual Action Plans	Discussion: Annual Action Plans for 2026-2027 ▪ Strategic Planning and data-informed scheduling. ▪ Educate the campus on the Student Centered Funding Formula (SCFF) and its implications for funding and student success ensuring college practices translate into recognized success under the SCFF (Institutional Effectiveness Committee recommendation). • Integrate workplace violence prevention training into the upcoming 2025-2026 DPAC Action Plan as a strategy to foster a districtwide culture of safety and preparedness (Program Review recommendation).	
September 24, 2025	Budget: DPAC Budget Subcommittee Update	Vice-President of Business/Administration Chris Bonvenuto provided an overview of the CCC Chancellor's Office budget requests to the State of California for \$478 million in on-going funds and \$239 million in one-time funds for 2026-2027. It does not include an extension of hold-harmless or one-time block grants. Link to: Detailed Chancellor's Office Request He shared the following tools that Budget Subcommittee members may use or share with their groups. It allows for creating different scenarios by changing metrics and the effect on the SCFF. • SCFF Calculator for Adopted Budget • Scenario Calculator	

January 28, 2026	Code of Civility	Recommendation No. 1: It is recommended that DPAC request that the DPAC Human Resources Subcommittee review BP 3050 Institutional Code of Ethics and possibly revise it or draft a new code of civility to be forwarded to DPAC for review. Note: BP 3050, Institutional Code of Ethics includes a paragraph on civility; a separate Code of Civility policy does not exist. <u>For reference:</u> OIR Recommendation No. 17: It is recommended that DPAC develop a Code of Civility for the College. The discussion focused on the recommendation to develop a campus-wide code of civility in response to the OIR report. There was debate about whether to have the DPAC Human Resources Subcommittee review and possibly revise the existing institutional code of ethics (BP3050) or to explore creating a new code of civility. The discussion highlighted concerns about academic freedom, the need for clear examples and scenarios, and the importance of involving all constituencies in the process. Motion was made by Vicenta Arrizon and seconded by Stephanie Amerian to approve the recommendation as presented. Vote: 3 Ayes, 5 Noes. The recommendation was not approved. Cindy Ordaz proposed a revised recommendation for DPAC to consider at the next meeting, as follows: DPAC recommends that HR DPAC Subcommittee develop a campus-wide Code of Civility consistent with OIR Recommendation 17, to define behavior-based norms that foster	
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		respectful and effective working relationships. The Code should be developed collaboratively with representatives of line employees and managers, include clear expectations and examples, establish a fair process for addressing incivility, and be implemented through facilitated scenario-based training for current and onboarding employees. The Code should align with BP 3050 and existing policies/CBAs and serve as a shared expectations framework that strengthens workplace culture and accountability.	
February 11, 2026	Code of Civility	There was debate about requesting the DPAC Human Resources subcommittee to develop a draft to forward to DPAC. Key points included: • Whether the existing SMC ethics policy is sufficient. BP 3050 Institutional Code of Ethics • Avoiding a document that becomes symbolic but unenforced. • Protecting free speech and academic freedom. • Ensuring the code is not used to police thought or suppress disagreement. • Ensuring truly inclusive, transparent development that involves all employee groups and students. A motion was made by Sasha King and seconded by Elaine Roque that DPAC charge the Human Resources Subcommittee to research, summarize, and present exemplars of civility codes from other community colleges, including their related training practices, and provide an analysis of SMC's own relevant board policies to DPAC, no later than the last DPAC meeting of spring 2026. <i>Unanimously approved.</i>	

		The Human Resources Subcommittee co-chairs will be invited to the next meeting to discuss the scope and context of the civility code assignment.	
February 25, 2026	Code of Civility	Charge to the DPAC Human Resources Subcommittee to develop a campus-wide Code of Civility. The discussion focused on the development of a campus-wide code of civility, with the DPAC Human Resources Subcommittee tasked to research and present exemplars of civility codes from other community colleges and analyze SMC's relevant board policies. The group discussed the scope and potential content of the civility code, considering it as a statement of values and guidelines, distinct from existing ethics codes. The deadline for the report was confirmed as the last DPAC meeting in Spring 2026 (June 24, 2026).	
June 24, 2026	Code of Civility	Vina Chin, Director of Human Resources, presented a comprehensive report from the DPAC Human Resources Subcommittee on a proposed civility code. The subcommittee's research found that most community colleges do not have standalone civility policies, with values and principles typically incorporated into existing SMC Board Policies such as Board District 1200 and Board Policy 3050 (Institutional Code of Ethics). The subcommittee recommended that creating a new standalone policy is not necessary, since current policies already address civility expectations and misconduct through collective bargaining agreements, merit rules, and other existing frameworks. Concerns were expressed about the need for better training and education across different employee groups, including managers, faculty, and classified staff, regarding civil conduct and public meeting protocols. Members debated whether current policies like BP	

		3050 are sufficient versus needing more operational frameworks, with some members suggesting the need for gap analysis and enhanced training rather than just creating new policies. It was agreed that a draft recommendation to the Superintendent/President be developed for the next meeting regarding how the college should address the OIR report's recommendation for a civility code.	
December 10, 2025	Donation of \$1,000,000 from Conrad Lee and Joan Dempsey Klein	This donation is a legacy gift of Conrad Lee and Joan Dempsey Klein received more than a decade ago, held in trust by the SMC Foundation, and designated for use in support of online education. Link to: Klein Donation Bulletin It was reported that 99 new sections were added (39 winter, 60 spring) using this special funding. Winter sections are 96% full; spring sections slightly ahead of overall fill rates. Popular courses include English, Math, Psychology, Sociology, Ethnic Studies. There was discussion on analyzing fill rates by time slots and modalities (online vs. on-ground). The Partial district funding allows the District to claim FTES. Drop rates and efficiency measures will be monitored.	
July 23, 2025	DPAC Annual Report 2024-2025		Motion was made by Peter Morse and seconded by Jason Beardsley to approve the 2024-2025 DPAC Annual Report . <i>Unanimously approved.</i>
December 10, 2025	DPAC Meetings: Meeting time for 2026	It was agreed that the start time of DPAC meetings starting in January 2026 be changed to 2 p.m.	

September 10, 2025	DPAC Orientation	DPAC Chair Jason Beardsley provided the annual DPAC Orientation: • Board Policy 2515, District Planning and Advisory Council • DPAC Members • Privileges and Responsibilities of DPAC Members • DPAC Meeting Ground Rules • DPAC Chair and Vice-Chair • Institutional Planning • Annual Action Plans • DPAC Planning Subcommittees	
July 9, 2025	Election of DPAC Vice-Chair, 2025-2026	Vicenta Arrizon appointed Stephanie Amerian to serve as the Academic Senate representative on DPAC.	Peter Morse nominated Vicenta Arrizon to be elected DPAC Vice-Chair, 2025-2026. <i>Unanimously approved.</i>
June 24, 2026	Election of DPAC Vice-Chair, 2026-2027		Motion was made by Peter Morse and seconded by Cindy Ordaz to elect Vicenta Arrizon as DPAC Vice-Chair, 2026-2027. <i>Unanimously approved</i>
October 22, 2025	Facilities Update	Facilities Update: Presented by Jamar London, Co-Chair of DPAC Facilities Subcommittee Review of the 5-year construction plan including: ▪ All-gender restroom building (ongoing) ▪ Math building (completed) ▪ Art building (expected Spring 2027) ▪ Campus safety and security center (in initial proposal stage) Funding sources explained: ▪ FPP (Final Project Proposal) ▪ IPP (Initial Project Proposal) ▪ State, local, and bond funding Emphasis on sequencing projects due to space and logistics constraints Link to: Facilities Update (5 Year Construction Plan, 5 Year Scheduled Maintenance Projects)	

June 10, 2026	HR Staffing Plan	Update: HR Staffing Plan. Vice-President of Human Resources Tre'Shawn Hall-Baker provided an overview of the proposed Human Resources staffing plan for Santa Monica College, outlining key components including organizational structure review, staffing levels assessment, and stakeholder engagement strategies. The plan would cover all district employees and aim to align with institutional goals, student success initiatives, and fiscal sustainability. The proposed cost for an external staffing plan requires a formal bidding process starting mid-September. It was suggested that constituency groups be included in a bidding committee to address concerns about faculty staffing and classification plans. Tre'Shawn agreed with the proposal to include representatives from each constituency group in the bidding process to ensure transparency and fairness. Link to: HR Staffing Plan Presentation	
October 8, 2025	Institutional Effectiveness Committee Report	Report: Institutional Effectiveness Committee The presentation by Kristin Lui-Martinez and Hannah Lawler, Chair and Vice-Chair of the Institutional Effectiveness Committee respectively, included the following: • Institutional Effectiveness Defined: Systematic and continuous process of measuring the extent to which SMC meets its goals and mission • Highlights of the IEC Scope and Function • IEC Process • Recommendations to DPAC: 1. Conduct a study of the usage and impact of excused withdrawals (EW) • Conduct a qualitative and/or quantitative study to assess student and faculty practices regarding EWs and student outcomes associated with them.	

		- Explore how the increased use of EW grades may be impacting key metrics such as persistence, course success, and completion. - Use the findings to inform professional development, policy adjustments, and student support strategies. 2. Educate the campus on the Student Centered Funding Formula (SCFF) and its implications for funding and student success ensuring college practices translate into recognized success under the SCFF. Link to: IEC Presentation	
October 22, 2025	Master Plan for Education	The draft of the Master Plan for Education is nearing completion. It is expected to be made public by November 8th, presented to DPAC on November 12th, to the Academic Senate on November 18th and to the Board of Trustees on December 2nd. The document is 330+ pages, includes department profiles and strategic recommendations. There was discussion on whether DPAC should have a more active role in shaping or reviewing the plan. Link to: MPE Update	
November 12, 2025	Master Plan for Education	<u>Overview</u> Highlights of the updated Master Plan for Education were presented, outlining its purpose, structure, and next steps for implementation. The plan serves as a five-year educational blueprint connecting academic programs, facilities, technology, enrollment, and equity planning. It is grounded in data analysis, campus dialogue, and external review to ensure responsiveness to evolving higher education and workforce needs. <u>Purpose of the Master Plan</u> Defines institutional priorities for the next five years.	

		- Aligns academic programs with facilities, technology, and equity goals. - Supports compliance with state legislation and funding models. - Anchored in SMC's mission and values: integrity, sustainability, collaboration. <u>Key Chapters</u> Chapter 1: Introduction - SMC's 95-year history. - Highlights leadership in transfer, career education, and equity. Chapter 2: Planning Context - Reviews demographic trends, policy changes, and funding models. - Addresses legislation and Vision 2030 alignment. - Notes challenges in affordability, technology adoption, and workforce shifts. Chapter 3: Planning Process and Insights - Summarizes ideation workshops and design charrettes. - Key insights: - Balance investment between transfer and career education. - Expand flexible learning modalities and wraparound student support. - Emphasize data-driven planning and transparency. Chapter 4: Environmental Scan - Provides quantitative and qualitative analysis of enrollment, equity gaps, and workforce trends. - Highlights:	
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		– Enrollment decline post-pandemic but stabilizing. – Increasing age diversity and Latinx majority. – Persistent racial equity gaps despite improved completion rates. – Growth in healthcare, technology, sustainability, and creative industries. Chapter 5: Department and Program and Trends • Profiles departments and future trends. • Identifies strong demand in art, business, health sciences, and emerging programs (cloud computing, aquaculture, homeless services). • Notes opportunities for non-credit programs and career pathways. Chapter 6: {Program and Facilities Development Recommendations • Strengthen transfer and career education programs. • Explore new fields: public health, cybersecurity, data science. • Scale hybrid and online modalities with consistent quality. • Modernize labs and create flexible learning spaces. • Build integrated data systems for planning and resource alignment. <u>Next Steps</u> • Report to Academic Senate and Board of Trustees. • Integrate Master Plan recommendations into the Strategic Plan.	
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		• Develop measurable objectives and timelines. • Monitor progress through transparent scorecards and annual reviews. • Continue campus-wide engagement for implementation. Link to: Master Plan for Education 2025-2030 Link to: Master Plan for Education Website	
October 8, 2025	Master Plan for Education Update	Jason Beardsley shared a draft of the cover page and table of contents of the Master Plan for Education, 2025-2030. The plan will be presented to DPAC at its next meeting on October 22, 2025, pending review and approval by senior staff. Link to: Master Plan for Education Cover and Table of Contents	
April 22, 2026	OIR Group Recommendations	2026 First Quarter Report on Implementation of OIR Group Recommendations The first quarter report on the implementation of OIR group recommendations was presented to DPAC for review and discussion. Key updates included progress on training initiatives, with \$125,000 in funding received for training programs including incident command and crime prevention through environmental design. It was reported that computer terminals have been installed at some satellite campuses, though others still need setup. The group discussed the need for a more inclusive process in developing the civility code and addressing campus-wide issues. There was also discussion about the importance of transparent communication about safety improvements and the need to make the quarterly report publicly available to the entire college community. The importance of maintaining open communication and building	

		trust with the campus community regarding implementation progress was emphasized. The discussion included the role of DPAC in making recommendations to the Superintendent/ President, particularly regarding healing and trauma-related initiatives, while acknowledging that specific healing processes might be outside DPAC's direct purview.	
May 13, 2026	OIR Group Recommendations	Recap: 2026 First Quarter Report on Implementation of OIR Group Recommendations DPAC discussed the first quarterly update on implementation of OIR recommendations. • The committee emphasized that quarterly reports should be publicly presented to the Board of Trustees, consistent with commitments made when the report was adopted. • Transparency and open communication were identified as essential components of institutional healing and trust-building. Discussion also included ongoing campus safety and wellness concerns, including: • The need for both physical safety measures and emotional/psychological support • Gaps in ongoing, accessible employee wellness and trauma-informed resources • The importance of creating environments where employees feel safe, supported, and informed Models at other community colleges were referenced including employee resource centers and counseling services, as potential examples. Mt. SAC Restorative Justice Program: https://www.mtsac.edu/hr/restorativejustice.html	

		• Administration will consult with relevant leaders regarding safety, wellness, and trauma-informed initiatives. • DPAC will receive follow-up information and proposals for consideration at a future meeting.	
December 10, 2025	OIR Recommendations	Link to: Report by the OIR Group Independent Evaluation of Santa Monica College's Readiness and Response to October 14, 2024 Campus Shooting Link to: Proposed District Implementation Plan presented to the Board of Trustees on December 2, 2025. Discussion included transparency and inclusivity in implementing 28 recommendations. Concerns were raised about lack of clarity on next steps and communication gaps. There was agreement that DPAC will serve as a reporting venue, with quarterly updates from OIR and internal accountability mechanisms. It was suggested that campus-wide engagement (e.g., Spring Flex sessions, departmental discussions) be planned with an emphasis on cultural change and proactive communication. Recommendation No. 17 states that SMC should develop a campus-wide Code of Civility. It was noted that existing board policy BP 3050 Institutional Code of Ethics includes a paragraph on civility, but there is need for broader engagement and cultural integration.	

February 11, 2026	OIR Recommendations	Discussion: How to support a transparent and inclusive process for the implementation of the OIR recommendations. The discussion focused on the implementation of the OIR recommendations and concerns about communications gaps, lack of clarity about who is accountable for the recommendations and the need for broader continued engagement beyond bulletins and email updates. Suggestions included public, accessible tracking of progress, town-hall style updates, and direct communication from college leadership. It was mentioned that many of the recommendations are related to specific groups, such as CSEA, SMC Police, Santa Monica City Police. The administrative representatives affirmed the willingness to improve communication practices and bring feedback to senior staff. DPAC will have to opportunity to engage in further discussion when the quarterly updates are presented by Campus Counsel Bob Myers.	
September 24, 2025	Program Review Committee Report	The Program Review Committee Report for Cycle 2 (2024-2025) was presented by Stephanie Amerian and Mitchel Hesel, Chair and Vice-Chair of the Program Review Committee. The second cohort of programs completed the revamped Comprehensive Program Review (six-year). Following are the Meta-Analysis Findings: • Clarify course modality planning and staffing to increase on-ground options. • Integrate workplace violence prevention training into the upcoming 2025-2026 DPAC Action Plan as a strategy to foster a districtwide culture of safety and preparedness	

		- Invest in sustainable staffing and expertise to meet student needs - Develop a cross-college strategy for ethical and equitable use of AI in teaching, learning, and student support Update on Cycle 1 (2023-2024) Meta-Analysis Findings Two Findings led to DPAC Annual Action Plans for 2025-2026 - Districtwide Sustainability Culture and Initiatives - Districtwide Safety Culture One finding is in the process of being addressed in a future (2026-2027) DPAC Annual Action Plan. - Data-Informed Scheduling: Link to: Program Review Committee Report	
May 27, 2026	Schedule of DPAC Meetings 2026-2027	Link to: 2026-2027 DPAC Meetings The tentative schedule for 2026-2027 DPAC meetings was discussed, noting that the schedule may need to be adjusted to accommodate the completion of reports, specifically the Program Review and Institutional Effectiveness reports. It was agreed to cancel the DPAC meeting on August 12, 2026.	Motion was made by Vicenta Arrizon and seconded by Cindy Ordaz to approve the schedule of DPAC meetings for 2026-2027 with the understanding that it will be modified as needed. <i>Unanimously approved</i>
July 9, 2025	Schedule of DPAC Meetings, 2025-2026	The schedule of DPAC meetings for 2025-2026 was reviewed. The DPAC meeting on August 13, 2025 was cancelled. Additional reports/updates will be scheduled as needed throughout the year and include facilities planning, human resources and Stellic.	
February 25, 2026	Strategic Planning	DPAC's role in the development of a comprehensive strategic plan to align with the college's Master Plan for Education 2025-2030 and resource allocation was discussed. It was proposed that DPAC should oversee the development of the strategic plan and define the	

		structure and parameters of the strategic planning process. It was acknowledged that the plan development might involve a different body or task force. DPAC members were encouraged to review the 2017 Strategic Planning and Facilitation Report to gain insights into planning recommendations for DPAC. Other key points included: • The importance of creating a staffing plan and addressing structural deficits • The need for data and benchmarks to prioritize operations. • The role of a strategic planning task force and the potential involvement of the new Superintendent/President.	
March 11, 2026	Strategic Planning	Discussion - Strategic Planning: DPAC members shared their thoughts on the various strategic plans from other community colleges . Two models were highlighted: • College of the Canyons' strategic plan (clear structure, measurable objectives). • SMC's prior Integrated Student Success & Equity Plan (strong accountability and inclusivity). It was suggested that the SMC plan might combine the detail of the Canyons model with the accountability framework of SMC's earlier plan. Members discussed: • What it would mean for DPAC to initiate, oversee, or coordinate the strategic planning process. • The potential structure of a new task force or committee charged with developing and executing the strategic plan. • Comparison to past SMC master plan committees (1997–1998), which were large,	

		cross-functional, and handled extensive data and writing. • Whether a large, diverse group will be necessary—especially if the college does <i>not</i> use an external consultant. • The importance of transparency, regular reporting, and including representatives from across constituencies. Some members noted difficulty understanding how other colleges formed their planning bodies, given differences in internal governance structures. There was agreement that SMC should adapt approaches that fit its own system. There was also discussion on whether this future group should be: • A standing committee, or • A temporary body that forms and dissolves as needed for each cycle of strategic planning. Toward the end of the meeting, members agreed to: 3. Continue the strategic planning discussion at the next meeting, 4. Focus on: • Membership structure for the planning group, and • Whether to use an external consultant.	
March 25, 2026	Strategic Planning	There was consensus against hiring a consultant due to cost, campus climate and the preference for an internal and collaborative process. The discussion included the potential structure of the strategic planning group and its relationship to DPAC. It was agreed that DPAC would be the delegating and oversight body, not the implementation body. The strategic planning group would be responsible for writing the plan, meeting deadlines and reporting to DPAC at defined milestones.	

		A work group of DPAC will draft a proposal for a strategic planning group structure, which will include the charge to the committee, membership structure/composition, reporting relationships and timeline expectations. It was requested that a draft the proposed structure of or a strategic planning group be presented to DPAC for discussion and possible approval by the end of the academic year with the goal of updating DPAC's Scope and Function to formally incorporate strategic planning responsibilities.	
May 13, 2026	Strategic Planning	Update: Strategic Planning Work Group DPAC Chair Jason Beardsley provided an overview of work completed by an ad hoc Strategic Planning Work Group, which met in lieu of a regularly scheduled DPAC meeting. The group developed a draft framework for the Strategic Planning Task Force (SPTF) outlining DPAC's role in initiating and overseeing a new institutional strategic planning process. <u>Role of DPAC:</u> • Monitoring the currency of the college's strategic plan • Ensuring adherence to the five-year strategic planning cycle • Guiding formation of a Strategic Planning Task Force (SPTF) • Defining task force membership principles • Approving the strategic planning timeline • Receiving progress reports from the task force • Ensuring alignment with Board goals, mission, vision, and existing plans It was clarified that DPAC's role is oversight, not authorship of the strategic plan.	

		<u>Scope and Function of the SPTF</u> • Developing a comprehensive institutional strategic plan • Conducting data-informed analysis (enrollment, budget, staffing, capacity) • Establishing measurable goals, timelines, and performance indicators • Integrating existing college and district plans • Engaging campus stakeholders through structured input and feedback • Producing a final strategic plan for DPAC review and recommendation to the Superintendent/President and Board of Trustees <u>SPTF Membership and Structure:</u> • Appropriate representation and expertise on the task force • Balancing constituent representation with institution-wide perspectives • Avoiding role confusion between governance oversight and operational accountability ▪ DPAC emphasized that committees do not hold individuals accountable; accountability resides with administration. <u>Proposed Timeline</u> DPAC reviewed a preliminary strategic planning timeline and discussed concerns regarding: • Meaningful campus engagement during summer months • Ensuring widespread buy-in from faculty, staff, administrators, and students • Avoiding overreliance on passive communication methods DPAC emphasized a proactive, highly visible communication strategy, potentially including Flex Day engagement and phased outreach across constituencies.	
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		<u>Institutional Effectiveness Office</u> There was consensus that the college would benefit from a formal Institutional Effectiveness (IE) function to support planning, integration, assessment, and reporting. Key points included: • The absence of a dedicated IE structure has hindered sustained planning follow-through. • Other institutions use IE offices to connect planning, program review, budgeting, and accreditation. • Recommendations regarding IE have already been received by senior leadership. • Any IE position would require formal administrative and Board approval. DPAC agreed to schedule a formal discussion and potential recommendation regarding an IE office at the May 27, 2026 meeting. <u>Baccalaureate Degrees and Future Planning</u> Discussion included the importance of aligning baccalaureate degree development with institutional strategic planning, including: • Resource allocation and sustainability • Faculty involvement • Learning from prior program implementation experiences • Reviewing planning structures at other colleges with bachelor's programs List of the approved Bachelor's Degree Programs Programs by College and Degree	
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June 10, 2026	Strategic Planning Institutional Effectiveness Office	Context was provided about the Education Master Plan and previous planning gaps identified in the 2017 Strategic Planning and Facilitation Report . Vice-President of Student Success Tania Acosta shared details about a comprehensive strategic planning process used in Florida, which included environmental scans, community outreach through roadshows and workshops, and the formation of implementation work groups led by vice presidents. The discussion explored how DPAC might be restructured or adjusted to better support strategic planning processes, with input sought from senior staff about planning approaches at other institutions. The current composition and voting structure of DPAC was discussed and the possibility of additional representatives such as an office of institutional effectiveness (IR/IE) person or other vice-presidents as resources. The discussion highlighted the current voting structure's balance and the historical importance of maintaining balance at the voting table, while also noting that the DPAC could invite additional experts as resources without changing the current structure. It was suggested that institutional effectiveness and program review functions might be better housed in an administrative department rather than as Academic Senate committees, while maintaining faculty representation. Cindy Ordaz presented a comprehensive document outlining planning, governance, and accountability structures needed to ensure institutional priorities are translated into measurable outcomes over the next decade. She highlighted that while multiple leadership transitions and staff changes have	
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		occurred since 2017, many strategic planning issues identified in previous efforts remain relevant. The discussion focused on reviewing current organizational structure, resource allocation, governance effectiveness, and the need for better transparency and accountability mechanisms. The group agreed to review the document and provide feedback for their next discussion.	
May 27, 2026	Strategic Planning Task Force Establishment of Institutional Effectiveness (IE) Office at Santa Monica College	DPAC reviewed the Integrated Planning Section of the 2017-2022 Strategic Planning and Facilitation Report. Key points of the discussion included: • Concerns about creating a Strategic Planning Task Force, and whether this temporary group would effectively address long-term strategic planning needs at the college. • The need to better link program review efforts with central college-wide strategic planning to ensure effectiveness and coordination. It was suggested that connecting program review to resource allocation could improve engagement and accountability. • The need to improve communication and representation in strategic planning processes, suggesting that more voices should be included in DPAC meetings to ensure better alignment across different areas. • The need to reevaluate DPAC's structure and function, noting that the current structure may not align with the college's current needs and changes since its formation in 2003 and whether it effectively serves as the college's primary planning body. Peer institutions commonly utilize more centralized planning bodies and dedicated institutional effectiveness structures.	

		- The Dean of Institutional Research position will include elements of planning and institutional effectiveness. There was general agreement that the college would benefit from a formal institutional effectiveness structure, but additional discussion is needed before formal action is taken. Accordingly, Recommendations No. 2 and No. 3 were tabled (no action taken). - The discussion regarding the establishment of an Institutional Effectiveness office and/or the formation of a broader strategic planning task force will be continued at the next DPAC meeting. - The Vice-President of Student Success Tania Acosta and Vice-President of Human Resources Tre'Shawn Hall-Baker will be invited to the next DPAC meeting to participate in the ongoing discussion about strategic planning, institutional effectiveness, and potential restructuring of DPAC.	
July 23, 2025	Technology Update	Technology Update by Calvin Madlock Chief Director of Information Technology Overview - TPC Actions - Modern & Reliable Technology - Planned & Secure Technology Environment - Outstanding Student Experience - Ready & Able IT Team - IT Survey Link to: Information Technology Update	



Santa Monica Community College District

YEAR-END REPORT ON 2025-2026 ANNUAL ACTION PLANS

ANNUAL ACTION PLAN #1 Develop a Climate Action Plan		Lead Person: Ferris Kavar, Director of Sustainability Other Responsible Area(s): Sustainability Department, Environmental Affairs Committee, Maintenance and Operations Facilities Planning Procurement Campus Police Events Auxiliary Services Human Resources
☐ Completed and/or • Ongoing/Institutionalized	☐ Not completed. • Substantially completed ☐ Other (include reason if checked)	
July 29, 2026 Year-End Update: 2025-2026 Annual Action Plan #1, Develop a Climate Action Plan <u>Year-End Update: 2025-2026 Annual Action Plan #1, Develop a Climate Action</u> The Climate Action Plan has been developed and refined with the help of a consulting agency, Alta Planning, and it has been presented to the following seven stakeholders: 1. Faculty and staff at Flex Day – fall 2025 2. DPAC Facilities Planning committee – fall 2025 3. Students at Earth Week event - fall 2025 4. Equity stakeholders (Black Collegians, Adelante, Equity Center) – spring 2026 5. Management Association - spring 2026 6. Faculty Association – spring 2026 7. Senior staff – spring 2026 During the Senior Staff presentation, I was asked to provide cost estimates for each strategy suggested in the Plan. This added additional time to research, but it has recently been completed. The presentations can now recommence with the last five stakeholders: 8. Academic Senate 9. CSEA 10. Community 11. Procurement 12. Board of Trustees Completion is anticipated to be by end of fall 2026 with the approval from the Board of Trustees.		



Santa Monica Community College District

2025-2026 ANNUAL ACTION PLAN

ANNUAL ACTION PLAN 1 Develop a Climate Action Plan	Lead Person: Ferris Kavar, Director of Sustainability Other Responsible Area(s): Sustainability Department, Environmental Affairs Committee, Maintenance and Operations Facilities Planning Procurement Campus Police Events Auxiliary Services Human Resources
Map to Institutional Plans	
☒ Board of Trustees Annual Goals 2024-2025 and Ongoing Priorities Educational Advancement, Quality and Equity 3. Continue to decrease equity gaps,... Fiscal Stewardship 6. Reduce the structural budget deficit by \$5,000,000 Facilities 9. Update and complete the Facilities Master Plan to support the vision for SMC's future The Future of the College 1. Develop new programs and partnerships that support the strategic vision & plan for the future Student Life 6. Implement initiatives that overcome barriers based on students' financial resources and unmet basic needs. Fiscal and Facilities 8. Seek opportunities for improved ..., cost control.... to ensure a sustainable budget and efficient operations. 9. Continue commitment to environmental sustainability in light of the continuing climate crisis. ☒ Accreditation 2022 Institutional Self-Evaluation Report - "Sustainability is an integral component of all facilities planning." ☒ 2017-2022 Strategic Initiatives Vision: includes "sustainability" as a core value; Mission: students are expected to learn about the "natural environment"; ILO #4 • Assume responsibility for their own impact on the earth by living a sustainable and ethical life style; Supporting Goals: Sustainable Physical Environment • Apply sustainable practices to maintain and enhance the College's facilities and infrastructure including grounds, buildings, and technology. ☒ 2023-2024 Program Review Report Districtwide Sustainability Culture and Initiatives: At present, sustainability is the purview of one program. But to support the Board of Trustees' "Resolution for Climate Change and Sustainability," a districtwide culture of sustainability should be fostered. Develop a strategic inter-departmental plan and timeline to "green" existing practices in impactful areas, such as facilities planning, maintenance and operations, events, and human resources. ☒ SMC Campus Master Plan Facilities Conditions Assessment - EQ, Electrical, Plumbing, Mechanical (HVAC) ☒ Other - Chancellor's Vision 2030 goals include: Advance engagement with climate practice: facilities and operations, workforce and curriculum, community engagements and benefits, resource development, SMC's Carbon Neutrality Pledge to be carbon neutral in scope 1, 2, and 3 emissions by 2050 and the BOT Climate & Sustainability Resolution. In addition, 12 laws and 2 City and County goals related to carbon emission and water conservation measures drive these efforts.	
Methods to Accomplish the Annual Action Plan (<i>include timeline</i>) The Climate Action Plan shall establish a framework for achieving the climate and sustainability goals that the college and Chancellor's office have committed to, and that state and local laws require. The plan will also help the District to reduce costs, improve building occupant comfort, reduce liabilities, decrease equity gaps, address student's basic needs, provide environmental literacy, and drive enrollment. Flexibility within the plan will allow departments to choose the pace and actions they will take to meet goals and laws, and will provide for unforeseen changes, while maintaining integrity of the proposal's vision and goals. The plan will include the need for an Integrated Energy Master Plan and staff to achieve goals. The Sustainability Department and the Environmental Affairs Committee will create a draft Climate Action Plan, which will be informed by stakeholders from across the college community. The plan will be developed through: • Examination of our own stated goals, as well as the laws and regulations we are bound to. • Review of plans and best practices from other community colleges in California and universities in the region. • Engaging the following stakeholders: senior staff, students, administrators, faculty, staff, and the community. The plan's focus areas will include greenhouse gas emissions, energy, buildings, water, waste, transportation, procurement & food systems, academics & workforce programs, student engagement, community engagement, and performance tracking.	

A shared leadership model is required to spread responsibilities to each department so they may plan how to achieve their respective goals in a way that best suits them, including the need for funding personnel, consultants, and infrastructure.

Timeline:

Winter/Spring 2025

- Draft a plan with Environmental Affairs Committee using models from other colleges.
- Hold stakeholder meetings to receive feedback and improve the draft.

Summer/Fall 2025

- Continue to hold stakeholder meetings.
- Present draft to DPAC for approval.
- Hire consultant to produce an Integrated Energy Master Plan.

Winter/Spring 2026

- DPAC to provide recommendation to the Superintendent President.
- The draft will be recommended to the Board of Trustees for approval.

Ongoing

- A Task Force, made up of representatives from departments with an outsized impact on goals and regulations (e.g. M&O, Facilities Planning, Procurement, Campus Police, Events, Auxiliary Services, Human Resources) will meet quarterly for progress updates and strategizing.
- Annual progress reports to the Board of Trustees.

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:

The Climate Action Plan will provide a roadmap to how SMC can achieve its climate and sustainability goals. The plan will include near, mid, and long-term targets with specific strategies for each area of focus.

The successful execution of a Climate Action Plan will help buildings to be safer; cost less to operate; be more comfortable and more conducive to learning; while also being more self-sufficient and resilient to disasters, contribute less to climate change and rising insurance costs, and will position the college to take advantage of government and agency funding opportunities to help pay for the recommended changes.

Finally, equity gaps will be addressed in four ways. The first is by infusing sustainability across the curriculum to increase environmental literacy needed in all career paths. The second is by institutionalizing and expanding the *Student Sustainability Workshops* that have shown promise in improving Success and Retention in all demographics, but especially in Black and LatinX students. The third is by developing Climate-related workforce programs. The fourth is by eliminating our contribution to climate change and air, soil and water pollution we are improving the health of our students and the communities in which they live, while also supporting the clean industries where our students can find fulfilling careers.

Status of Action Plan

Draft Action Plan Reviewed by DPAC and Submitted to Fiscal Services

Date: February 12, 2025

Fiscal/Budget Committee Response
Recommendation:

On April 2, 2025, the Budget Committee reviewed DPAC Annual Action Plan #1 and recommended the Climate Action Plan with one-time funding of \$13,000 for inclusion in the 2025-2026 District Budget.

DPAC Action

On May 14, 2025, DPAC approved 2025-2026 Annual Action Plan #1 and forwards its recommendation to Dr. Jeffery to include one-time funding of \$13,000 in the 2025-2026 District budget.

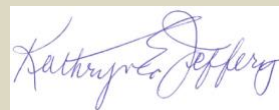
Action Plan Submitted to Superintendent/President

Date: May 14, 2025

Superintendent/President's Response

- ☒ Approved
☐ Consider*
☐ Not Approved*

**If checked, an explanation will be provided in writing.*



Superintendent/President

Date: May 22, 2025



Santa Monica Community College District

YEAR-END REPORT ON 2025-2026 ANNUAL ACTION PLANS

ANNUAL ACTION PLAN 2 Campus Safety - Conduct a comprehensive college-wide safety audit to create a strong campus safety culture. An audit will include: • Conducting a safety training survey; • Identifying a new emergency communication system; • Developing a college-wide safety plan to include organizational structure, tabletop exercises, and trainings		Lead Persons: • Vice President of Student Success • Chief of Police • Director of Safety and Risk Management • EOT Leads Other Responsible Area(s): Emergency Preparedness Committee Campus Safety Committee Campus Police Human Resources Professional Development Committee
☐ Completed and/or ☐ Ongoing/Institutionalized	☐ Not completed. ☐ Substantially completed • Other (include reason if checked). Status indicated below	
August Update: 2025-2026 Annual Action Plan #2 – Campus Safety Plan. • Targeted Safety Training: • Hazard-specific safety training tailored to job duties is now part of onboarding. <u>HR would need to answer this.</u> • Monthly safety trainings expanded beyond M&O to other relevant departments. <u>Below completed and institutionalized based on funding.</u> • 6 campus police officers attended 40 hour Crime Prevention through Environmental Design course and are certified practitioners • One CSO is CERT trained and attending CERT instructor School in August • 8 Red Cross basic first aid, CPR, AED, bloodborne pathogen and stop the bleed training classes conducted through August • FEMA ICS 100, 200, 700 and 800 assigned to non-sworn campus police staff to be completed by June 2027. • Emergency Communications: • New radios integrated with LA-RICS to improve interoperability with regional law enforcement and emergency agencies. – Radios received, last minute programming to be completed by July 15th. Radios go live date is July 20, 2026. <u>(Completed by August)</u> • Old radios will be repurposed for campus emergency and special event channels. – Radios to be turned in to IT by July 20, 2026 for reprogramming. <u>(Substantially completed)</u> • Emergency Preparedness & Equipment: • Grant funding used to purchase emergency equipment for satellite campuses, including lighting, generators, survival kits, and trauma kits. – All equipment accounted for. Currently working to distribute to various campus satellites. <u>(Substantially completed – we are hoping to have it all distributed by Fall semester)</u>		

- CERT training capacity being developed internally, with plans to expand campus-wide.
 - Announce first Internal CERT class early fall semester. **(Substantially completed- If Sergio completes the class then we will have a class announced early fall.)**
- Exercises and Training:
 - Tabletop emergency exercises planned, beginning in summer.
 - Campus explosion and casualty tabletop conducted June 30th. Will be developing another for January 2027. **(Completed)**
 - Participation in state and federal emergency management training programs (Cal OES and FEMA).
 - As stated above training has been assigned to non-sworn and looking to send senior leaders to classes during next fiscal year. **(Substantially completed)**
- Safety Culture and Accountability: **(This is Daniel's area)**
 - Emphasis on shared responsibility and daily safety management.
 - Department-level inspections and corrective action tracking implemented.
 - Ongoing surveys and data analysis to inform improvements.
- Continuous Improvement:
 - Commitment to post-incident debriefs involving all affected groups. **(completed but have not had any big incidents to debrief).**
 - Annual campus safety walks to identify and mitigate hazards proactively.
 - Scheduled for August 19th, 2026. **(Substantially completed since it is scheduled).**



Santa Monica Community College District
2025-2026 ANNUAL ACTION PLAN

ANNUAL ACTION PLAN 2 Campus Safety - Conduct a comprehensive college-wide safety audit to create a strong campus safety culture. An audit will include: - Conducting a safety training survey; - Identifying a new emergency communication system; - Developing a college-wide safety plan to include organizational structure, tabletop exercises, and trainings	Lead Persons: - Vice President of Student Success - Chief of Police - Director of Safety and Risk Management - EOT Leads Other Responsible Area(s): Emergency Preparedness Committee Campus Safety Committee Campus Police Human Resources Professional Development Committee
Map to Institutional Plans ☐ Board of Trustees Annual Goals 2024-2025 and Ongoing Priorities ☐ Accreditation 2022 Institutional Self-Evaluation Report ☐ Education Master Plan ☐ 2017-2022 Strategic Initiatives ☐ Strategic Enrollment Management Plan ☒ 2023-2024 Program Review Report ☐ 2023-2024 Institutional Effectiveness Report ☐ Guided Pathways: Redesigning the Student Experience ☐ Student Equity Plan ☐ SMC Campus Master Plan Facilities Conditions Assessment ☐ Academic Senate Objectives ☒ Other (please add)	
Methods to Accomplish the Annual Action Plan (<i>include timeline</i>) A comprehensive college-wide safety audit is essential for enhancing campus safety and fostering a proactive safety culture. Key initiatives include: Targeted Safety Training: Conducting surveys to identify gaps and develop tailored training programs. Improved Emergency Communication: Implementing an updated system for timely, effective responses. Clear Safety Framework: Establishing a detailed safety plan with defined roles and protocols. Tabletop Exercises: Regularly practicing scenarios to enhance preparedness and collaboration. Continuous Training: Providing ongoing education on safety practices and protocols. Safety Culture: Engaging staff and students to prioritize safety in daily activities. Data-Driven Improvements: Using audit findings to guide and measure progress. This audit will strengthen safety protocols, improve communication, and create a safer, more supportive campus environment.	
Describe the anticipated outcomes that will result from the completion of the action plan, including how its completion might further the college's safety goals. The comprehensive safety plan will significantly advance the college's safety goals through the following outcomes: Enhanced Safety Awareness: Ongoing safety training and regular departmental talks will foster a culture of safety, empowering staff to recognize and address potential hazards. Improved Emergency Preparedness: A college-wide safety plan, supported by regular tabletop exercises, will ensure staff are prepared for emergencies and continuously improve protocols. Increased Accountability and Engagement: Rotating safety assignments will promote shared responsibility and collaboration among staff and students, strengthening the community's commitment to safety.	

- **Integration of Safety into Daily Routines:** Embedding safety practices, such as walk-throughs and equipment reviews, into daily operations will make safety a consistent priority.
- **Continuous Improvement:** Regular feedback from exercises and assignments will enable data-driven adjustments, ensuring ongoing enhancement of safety measures.

By implementing this plan, the college will create a safer, more prepared campus with a strong culture of safety that benefits all employees and students.

Status of Action Plan

Draft Action Plan Reviewed by DPAC and Submitted to Fiscal Services Date: February 12, 2025	Fiscal/Budget Committee Response Recommendation: On May 21, 2025, the Budget Committee reviewed the DPAC Annual Action Plan #2 and recommended the Campus Safety Culture to DPAC and Dr. Jeffery as presented, for consideration of inclusion in the 2025-2026 District Budget. DPAC Action On June 11 2025, DPAC approved 2025-2026 Annual Action Plan #2 and forwards its recommendation to Dr . Jeffery to include a budget of \$28,000 for items that are needed to create an ongoing Safety Culture at the College. An additional budget of \$25,000 is for items that will improve and enhance the Emergency Preparedness Planning and Operations; however, they are not mandatory for the program success.	
Action Plan Submitted to Superintendent/President Date: June 11, 2025	Superintendent/President's Response ☒ Approved ☐ Consider* ☐ Not Approved* <i>*If checked, an explanation will be provided in writing.</i>	 Superintendent/President Date: June 23, 2025



Santa Monica Community College District

2026-2027 ANNUAL ACTION PLAN

ANNUAL ACTION PLAN 1 Advance Santa Monica College toward a more strategic, coordinated, and data-informed approach to course scheduling and enrollment management.	Lead Person(s): Jason Beardsley, Vice-President, Academic Affairs Tania Acosta, Vice-President, Student Success Vicenta Arrizon, Academic Senate President Other Responsible Area(s): Department Chairs
Map to Institutional Plans	
☐ Board of Trustees Annual Goals 2025-2026 and Ongoing Priorities ☐ Accreditation 2022 Institutional Self-Evaluation Report ☐ Master Plan for Education, 2025-2030 ☐ Strategic Enrollment Management Plan 2022-2027 ☒ 2024-2025 Program Review Report ☐ 2024-2025 Institutional Effectiveness Annual Report ☐ Guided Pathways: Redesigning the Student Experience ☐ SMC Student Equity Plan 2025-2028 ☐ SMC Campus Master Plan Update ☐ Academic Senate Objectives ☐ Other (please add)	
Methods to Accomplish the Annual Action Plan (<i>include timeline</i>) The scope of the project is to establish shared institutional practices, tools, and priorities that refocus schedule development as a student-centered, cross-functional responsibility rather than a series of isolated departmental decisions. Key action steps will include participation by a cross-functional, department chair-heavy team in the Chancellor's Office Strategic Enrollment Management (SEM) Academy; collaboration with the Management Information Systems team to develop new scheduling, visualization, and enrollment management tools within the Student Information System; and intentional integration of student education planning data from the Stellic degree planner into schedule development processes. Together, these efforts will lay the groundwork for a scheduling culture that is institutionally understood to be guided by tangible, equity-minded data related to student access, engagement, and completion.	
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: • By participating in the SEM Academy, a cross-functional cohort of SMC personnel will strengthen their knowledge and skillset about course schedule planning. Applications are due February 17, 2026 Estimated cost: \$15,000-\$20,000 • The college will possess new or enhanced SIS tools, including the Stellic degree planner, and reports for more insightful course schedule and enrollment tracking • College personnel will use and understand the value of student education plan data for course schedule production and the Student Centered Funding formula (SCFF). • Course schedule production will be understood by department chairs, managers, and classified staff as a coordinated, student-centered process informed by shared data and institutional priorities	

Status of Action Plan		
Draft Action Plan Reviewed by DPAC and Submitted to Fiscal Services Date: February 11, 2026	Fiscal/Budget Committee Response Recommendation: On March 18, 2026, the Budget Committee reviewed the Annual Action Plan # 1 and recommends the Strategic Data Informed Scheduling Plan to DPAC and the Superintendent/President as presented, for consideration of inclusion in the 2026-2027 District Budget. Motion: Elisa Meyer Seconded: Mitch Heskell AYES: 9 NAYS: 0 ABSTENTIONS: 0 Approved unanimously	
Action Plan Submitted to Superintendent/President Date: March 26, 2026	Superintendent/President's Response ☒ Approved ☐ Consider* ☐ Not Approved* <i>*If checked, an explanation will be provided in writing.</i>	 _____ Superintendent/President Date: April 6, 2026



Santa Monica Community College District

2026-2027 ANNUAL ACTION PLAN

ANNUAL ACTION PLAN 2 Educate the campus on the Student-Centered Funding Formula (SCFF) and its implications for funding and student success ensuring college practices translate into recognized success under the SCFF (Institutional Effectiveness Committee recommendation).	Lead Person(s): Chris Bonvenuto, Vice-President, Business/Administration Vicenta Arrizon, Academic Senate President Other Responsible Area(s): Institutional Research
Map to Institutional Plans	
■ Board of Trustees Annual Goals 2025-2026 and Ongoing Priorities Related to Goal #6: Stabilize the fiscal structure of SMC and meet the requirement for a 5% fund balance ☐ Accreditation 2022 Institutional Self-Evaluation Report ☐ Master Plan for Education, 2025-2030 ☐ Strategic Enrollment Management Plan 2022-2027 ☐ 2024-2025 Program Review Report ■ 2024-2025 Institutional Effectiveness Annual Report ☐ Guided Pathways: Redesigning the Student Experience ☐ SMC Student Equity Plan 2025-2028 ☐ SMC Campus Master Plan Update ☐ Academic Senate Objectives ☐ Other (please add)	
Methods to Accomplish the Annual Action Plan (<i>include timeline</i>) • Fall 2026 Professional Development Day presentation • Maintain Budget Website with SCFF updates. Link to: Budget Website • Schedule Workshops/Trainings • Solicit area-specific questions and insights about how the SCFF relates to current college practices	
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: • Increased college-wide understanding of the SCFF • Documented area-specific questions and insights about how the SCFF relates to current college practices	

Status of Action Plan		
Draft Action Plan Reviewed by DPAC and Submitted to Fiscal Services Date: February 11, 2026	Fiscal/Budget Committee Response Recommendation: On March 18, 2026, the Budget Committee reviewed the Annual Action Plan # 2 and recommends the Educate the campus on the Student-Centered Funding Formula (SCFF) Plan to DPAC and the Superintendent/President as presented, for review and consideration. Motion: Dagmar Gorman Seconded: Peter Morse AYES: 9 NAYS: 0 ABSTENTIONS: 0 Approved unanimously	
Action Plan Submitted to Superintendent/President Date: March 26, 2026	Superintendent/President's Response ■ Approved ☐ Consider* ☐ Not Approved* <i>*If checked, an explanation will be provided in writing.</i>	 Superintendent/President Date: April 6, 2026