



MASTER PLAN FOR EDUCATION 2025-2030



SANTA MONICA COLLEGE

MASTER PLAN FOR EDUCATION WORKGROUP & CONSULTANTS

Master Plan for Education Workgroup

- Jason Beardsley Vice President, Academic Affairs
- Teresita Rodriguez Vice President, Enrollment Development
- Mike Tuitasi Vice President, Student Affairs
- Judy Kruger President & CEO, Santa Monica Chamber of Commerce
- Sasha King Interim Dean, Academic Affairs
- Maria Muñoz Faculty, Communication and Media Studies Department
- Steven Sedky Interim Associate Dean, Career Technical Education
- Terry Kamibayash Assistant Director, Facilities Maintenance
- Jamar London President, Academic Senate and Faculty, Math Department
- Elisa Meyer English Department Chair and Chair of Academic Senate Department
Chairs Committee
- Sheila Cordova Design Technology Department Chair, Past Curriculum Committee Chair
- Cindy Ordaz Administrative Assistant II, Operations and CSEA President and Chief
Negotiator
- Rachel Demsk Curriculum Specialist, Academic Affairs
- Judith Mosher Math Lab Coordinator and CSEA Secretary
- David Duncan Director of Budget and Management, Associated Students

Consultants

- Dr. Jennifer Merlic
- Kennedy & Company

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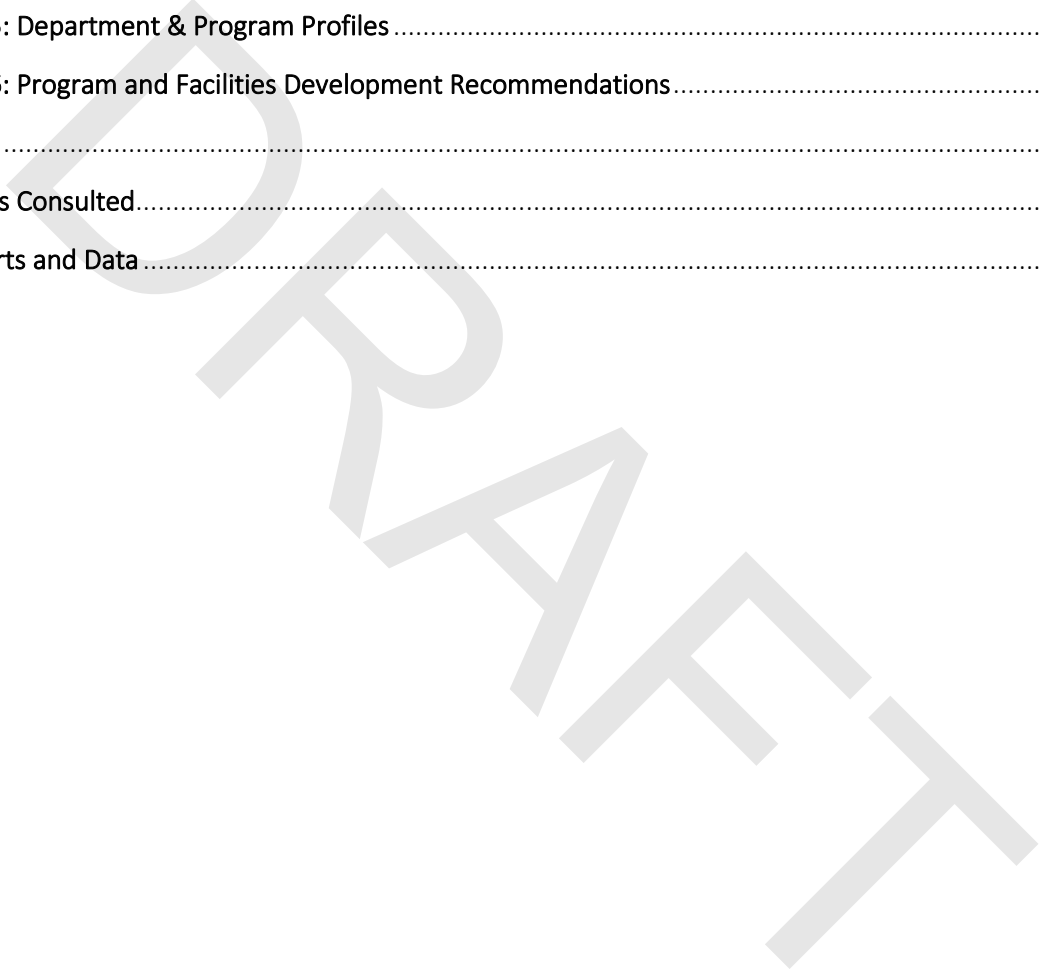
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Appendix: Reports and Data

As part of the development of the Santa Monica College Education Master Plan 2025–2030, the College engaged in extensive research, data analysis, and broad-based community input. To ensure transparency and to provide the SMC community with access to the materials that informed the plan, the following supporting documents are shared [here](#) in full. These documents are described here in the Appendix of the Education Master Plan and are available for download at the following page (SSO login required):

<https://admin.smc.edu/administration/planning/master-edu-plan/documents.php>

1. Strategic Plan Final Report by Kennedy & Company

This report, prepared by Kennedy & Company, presents an in-depth environmental scan and strategic analysis of Santa Monica College. It provides insights into enrollment trends, program performance, and labor market alignment, and highlights opportunities for SMC to strengthen its academic offerings, improve efficiency, and position itself competitively in the higher education landscape. The report served as a cornerstone in framing the strategic context of the Education Master Plan.

2. Santa Monica College Labor Market Information by TOP Code

This dataset, from the [Center of Excellence](#), compiles detailed labor market information (LMI) for academic programs at SMC, organized by Taxonomy of Programs (TOP) code. It provides a quantitative view of regional job demand, median wages, projected growth, and educational requirements, supporting evidence-based decision-making about program development and alignment with workforce needs.

3. All-Campus Ideation Workshop Data

This document contains the full record of input gathered at SMC’s All-Campus Ideation Workshop held in Fall 2024. Faculty, staff, and managers contributed feedback on SMC’s strengths, opportunities for growth, challenges, and indicators of future success. The report includes raw workshop notes, organized feedback, and AI-assisted theming of ideas. These inputs directly shaped the nine institutional priority areas that guided subsequent design workshops and strategic action planning in the Spring 2025.

4. CCC Online Education Surveys – Student and Faculty Perspectives

These paired survey reports from Fall 2024 present the voices of Santa Monica College students and faculty regarding online education. The Student Survey gathered responses from more than 700 SMC students about their experiences with in-person, online, hybrid, and HyFlex courses. It provides insights into student preferences, challenges with technology and engagement, and recommendations for improving online learning. The Faculty Survey collected responses from

200 SMC instructors about their teaching experiences across modalities. It explores faculty perspectives on course design, engagement, support services, use of technology (including AI), and professional development needs.

5. Class Size and Fill Rate Analyses (Fall 2017–Fall 2023)

This pair of documents provide a quantitative picture of classroom use and scheduling efficiency at SMC. “Average Class Size by Academic Discipline” tracks trends in class sizes across all instructional areas, with attention to shifts during the pandemic years and subsequent recovery. “Class Fill Rates by Academic Discipline” presents seven years of data comparing census-date enrollments against maximum section capacity.

6. Santa Monica College Planning Crosswalk – Details by Focus Area

This document is the expanded version of the “Santa Monica College Planning Crosswalk – Summary” included in the Education Master Plan. This more detailed table shows alignment of goals, objectives, and action items across all of SMC’s active planning documents as of 2025—including the Strategic Enrollment Management Plan, Student Equity Plan 2022-2025, Guided Pathways Workplan, Technology Master Plan, and Facilities Master Plan.

Organized by major focus areas such as Access, Engagement, Success, and Infrastructure, the crosswalk traces how each strategy from these plans connects to the goals of the Education Master Plan. Note that several of the plans are nearing their sunset date and will be reimagined in the year ahead.