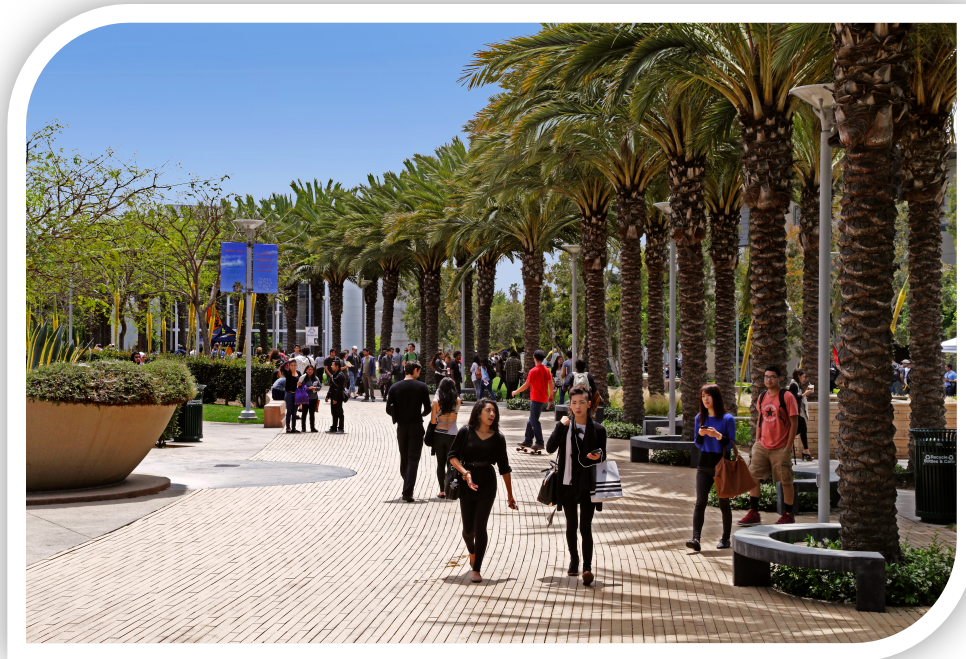




Santa Monica Community College District

District Planning and Advisory Council

*Annual Report
2017-2018*





Santa Monica Community College District
District Planning and Advisory Council

**DPAC ANNUAL REPORT
2017-2018**

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District Planning and Advisory Council
CHARTER AND ORGANIZATION
2017-2018

Board Policy 2515

The Board recognizes the District Planning and Advisory Council 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 2210), Classified Staff (BP 2220), Associated Students (BP 2230) or the Management Association (BP 2240). 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 and coordinates institutional planning. It is the responsibility of DPAC to develop the annual Master Plan for Education Update and oversee the long-term planning efforts of reviewing the Vision, Mission, Values, and Goals, assessing the College's planning process, and developing new Strategic Initiatives every five years.

The District Planning and Advisory Council shall comprise representatives of the faculty (Academic Senate and Faculty Association), classified staff, 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.

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 people (President + One).

DPAC Chair and Vice-Chair:

The Chair shall be selected by the Superintendent/President in June to serve a one-year term the following fiscal year.

The Vice-Chair shall be elected by a majority vote of DPAC members (8 votes) 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 convey DPAC’s recommendations to the Superintendent/President

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

Privileges and Obligations of Council Members

- Each member is expected to represent their group in discussions and deliberations
- Each member of the Council will attend meetings
- Each constituency president will participate in agenda setting

MEETINGS

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

Quorum

A quorum will consist of a simple majority of appointed DPAC members (7 of 12 members) or designee.

Voting on DPAC

No voting will take place during the first ten minutes of a 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 only 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 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 or designee will respond to DPAC recommendations either 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 oversees 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 annual identification of institutional objectives.

The annual Master Plan for Education Update is also the responsibility of DPAC. The process starts in Spring and concludes in Fall and includes the development of responses to the previous year's Institutional Objectives including the status of completion for each objective.

In preparation for formulating new institutional objectives each year, DPAC reviews a number of major planning documents, including, but not limited to:

- Program Review Planning Summary
- Institutional Effectiveness Annual Report
- Responses to previous year's Institutional Objectives
- College Priorities and Strategic Initiatives
- Board of Trustees Goals and Priorities
- Academic Senate Objectives
- Accreditation Recommendations and Self-Evaluation Planning Agenda
- Technology Objectives

Criteria for Institutional Objectives

Purpose

Each year the Santa Monica College District Planning and Advisory Council (DPAC) identifies institutional objectives to be included in the annual Master Plan for Education Update. These annual institutional objectives are developed in response to the output of multiple planning processes and identify measurable benchmarks for institutional improvement.

Institutional objectives:

- align with college priorities: strategic initiatives, college goals, ILOs
- highlight the overarching issue being addressed
- support student learning and success

Guidelines for Writing Institutional Objectives

Institutional objectives should generally emerge from the various planning reports and documents submitted to DPAC. Words like across the college or across the campus, institutional or institutionalize are frequently used in the objectives.

Institutional objectives should:

- address an identified institutional priority, not an issue specific to a particular departmental/organizational unit
- frame the issue to be addressed clearly and comprehensively
- generally apply to more than a single departmental/operational unit
- be timely and measurable
- be achievable within a year; if an objective will take longer to achieve it should be broken into multiple consecutive objectives (ex. analyze, develop a plan, implement first steps etc.)
- not address something the College is already doing or committed to doing
- already have some level of support to be achievable (ex. other individual, groups, units) in order to demonstrate that they will be achievable

The resulting annual Master Plan for Education update document 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 institutional objective; describes methods to accomplish each specific objective; and lists anticipated outcomes for each objective.

Agenda Setting Meetings/Criteria for Topics

The Council of Presidents comprising the presidents of each constituency shall set DPAC agendas. The process will be used by all DPAC constituencies to capture topics that should be included in the planning process at the appropriate time, allowing for mutual respect accorded by effective participatory governance without creating barriers to innovation. The Council of Presidents will use a guide for determining which issues rise to the level of discussion by DPAC. A form to request an item on the agenda for consideration by DPAC is available on various college websites and in the Office of the Superintendent/President.

The Council of Presidents should refer to the following checklist when identifying topics to include on the agenda for consideration by DPAC:

Topics to be presented to DPAC for consideration should apply to at least one of the criteria listed below.

- Relate to Vision, Mission and Goals
- Relate to Master Plan for Education
- Relate to Annual Institutional Objectives
- Relate to Strategic Initiatives and College Priorities
- Be within the purview of more than one DPAC subcommittee
- Be identified as an institutional priority, not an issue specific to a particular departmental/organizational unit

Topics not to be presented to DPAC for initial consideration are:

- those that are the primary responsibility of the Academic Senate (BP 2210), Classified Staff (BP 2220) Associated Students (BP 2230) and the Management Association (BP 2240)
- topics that are more appropriately considered by single DPAC subcommittees
- those under the purview of collective bargaining
- those that apply to a single departmental/operational unit

Planning Subcommittees:

1. Budget Planning
2. College Services Planning
3. Facilities Planning
4. Human Resources Planning
5. Technology Planning

Meetings of the DPAC Planning Subcommittees are subject to the provisions of the Brown Act.

Each of the five 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)

The members of DPAC shall determine the scope and function of the five Planning Subcommittees. In other words, DPAC is to provide direction for the five 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 and is not held to any particular constituency.

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: All Co-Chairs (or designees) of the Planning Subcommittees are expected to attend all DPAC meetings

Responsibilities of the Planning Subcommittees Co-Chairs

- Develop the schedule of meetings
 - All planning subcommittees shall meet at least once a month at a fixed time and location and report to the District Planning and Advisory Council on a monthly basis.
- 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. Chair of Academic Senate Department Chairs and Coordinators Committee (representing the department chairs)

Note: All Chairs and Vice Chairs of these Academic Senate Joint Committees and the Chair of Chairs are expected to attend all DPAC meetings.

An annual orientation session will be held for Planning Subcommittee Co-Chairs and Academic Senate Joint Committee Chairs and Vice-Chairs.

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

Santa Monica Community College District
District Planning and Advisory Council
2017-2018

Members, 2017-2018

Teresita Rodriguez, Administration, Chair Designee
Mike Tuitasi, Administration

Chris Bonvenuto, Management Association President
Katharine Muller, Management Association Representative

Nate Donahue, Academic Senate President, Vice-Chair
Mitra Moassessi, Academic Senate Representative

Peter Morse, Faculty Association President
Tracey Ellis, Faculty Association Representative

Robert Villanueva, CSEA President
Martha Romano, CSEA Representative

Jennifer Chen, Associated Students President
Chase Matthews, Associated Students Representative

Revised 9/2017

Resource Liaisons

Chris Bonvenuto, Co-Chair, Budget Planning Subcommittee
Matt Hotsinpillar, Co-Chair, Budget Planning Subcommittee
Mike Tuitasi, Co-Chair, College Services Planning Subcommittee
Analaura Paiva, Co-Chair, College Services Planning Subcommittee
Emil Zordilla, Co-Chair, Facilities Planning Subcommittee
Lee Peterson, Co-Chair, Facilities Planning Subcommittee
Tre'Shawn Hall-Baker, Co-Chair, Human Resources Planning Subcommittee
Jason Beardsley, Co-Chair, Human Resources Planning Subcommittee
Dan Rojas, Co-Chair, Technology Planning Subcommittee
Walter Meyer, Co-Chair, Technology Planning Subcommittee

Jennifer Merlic, Academic Senate Joint Curriculum Committee
Guido Davis del Pico, Academic Senate Joint Curriculum Committee
Erica LeBlanc, Academic Senate Joint Program Review Committee
Vicki Drake, Academic Senate Joint Program Review Committee
Esau Tovar, Academic Senate Joint Student Affairs Committee
Bea Magallon, Academic Senate Joint Student Affairs Committee
Hannah Lawler, Academic Senate Institutional Effectiveness Committee
Elisa Meyer, Academic Senate Institutional Effectiveness Committee
Mitra Moassessi, Chair of Chairs

Meetings, 2017-2018

The District Planning and Advisory Council meets on the second and fourth Wednesdays of the month, at 3 p.m. in Drescher Hall 300-E. Following is the schedule of meetings through June, 2018.

2017-2018

July 26, 2017

August 9, 23

September 13, 27

October 11, 25

November 8, 22

December 13

January 10, 24, 2018

February 14, 28

March 14, 28

April 11, 25

May 9, 23

June 13, 27

District Planning and Advisory Council

Planning Subcommittees

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

Budget Planning Subcommittee

College Services 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

- In its planning process, each subcommittee should make recommendations on matters within its jurisdiction to the District Planning and Advisory Council that are consistent with the District's Mission, Vision and Supporting Goals, Master Plan for Education Institutional Objectives, the Educational and Career Facilities Master Plan, and the Technology Master Plan.
- Each planning subcommittee should factor recommendations from other planning areas
- As part of its planning process, each planning subcommittee should consider environmentally sustainable practices
- 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 during the fall and spring semester at a fixed time and location and report to the District Planning and Advisory Council on a monthly basis.
- 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)

District Planning and Advisory Council
Budget Planning Subcommittee

Members

| Managers | Faculty | Classified | Students |
|---|--|--|----------------------------|
| Chris Bonvenuto, Co-Chair Bob Isomoto Bill Bloom Mitch Heskell | Matt Hotsinpiller, Co-Chair Nate Donahue Jose Hernandez Peter Morse | Martha Romano Dee Upshaw Robert Villanueva Mike Roberts | Jennifer Chen Alex Boyd |

Meetings: First and third Wednesdays at 2 p.m., Library 275

| Duties of the Budget Planning Subcommittee: |
|---|
| <ul style="list-style-type: none"> • Have recommending authority on budget matters to the District Planning and Advisory Council. • 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 college vision, mission, goals, strategic initiatives and master 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 Master Planning process. |

Approved: 4/27/05; Revised 6/22/05, 5/06, 8/06, 7/07, 10/07, 1/13/10, 9/14/11, 9/26/12, 10/13, 10/14, 10/15, 10/16

District Planning and Advisory Council
College (Operational) Services Planning Subcommittee

Members

| Managers | Faculty | Classified | Students |
|--|---|--|---|
| Mike Tuitasi, Co-Chair Bonita Cooper Deirdre Weaver Ramin Nematollahi | Thomas Chen Cynthia Gonzalez Vicky Seno Michael Strathearn | Joan Kang Maria Bonin Marie Fisher | Alexa Benaventi Stephanie Hernandez Allyson Marquez Analaura Paiva, Co-Chair |

Meetings: Fridays at 9 a.m. Student Affairs Conference Room
 September 18, 2015
 October 16
 November 13
 December 11

Duties of the College (Operational) Services Planning Subcommittee

- Make recommendations to the District Planning and Advisory Council on matters pertaining to how operational services (such as Business Services, Security, Food Services, Intercampus Transportation, Events, Custodial Services, Network Services, Payroll, Purchasing, Shipping and Receiving, and Accounts Payable) impact instruction and direct services to students.

Approved 6/8/05; Revised 6/22/05, 8/06, 7/07, 1/13/10, 10/13, 10/14, 10/15, 10/16

District Planning and Advisory Council
Facilities Planning Subcommittee

Members

| Managers | Faculty | Classified | Students |
|--|---|---|--------------|
| Emil Zordilla, Co-Chair Greg Brown Reggie Ellis Mark Engfer | Linda Sinclair Judith Marasco Alicia Villapando Catherine Matheson | Lee Peterson, Co-Chair Madeline Brodie Jim Galligan | Saori Gurung |

Meetings: Select Second and fourth Thursday of each month (usually excluding July and August)
 2 – 3:30 p.m., Gym 223 “Skybox.”

Duties of the Facilities Planning Subcommittee

- Participate in the process for the preparation of various District facilities related documents, such as the facilities section of the Master Plan for Education, the Facilities Master Plan, the Five-Year Construction Plan submitted to the Chancellor’s Office.
- 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.
- Evaluate the effectiveness of funding/staffing for facilities, including new construction, remodels, maintenance, grounds, and campus operations.

Approved: 5/11/05; Revised 6/22/05, 8/06, 7/07, 101/0, 1/13/10, 9/14/11, 10/13, 10/14, 10/15, 10/16

District Planning and Advisory Council
Human Resources Planning Subcommittee

Members

| Managers | Faculty | Classified | Students |
|---|--|--------------|----------|
| Tre'Shawn Hall-Baker Co-Chair Carol Long Stacy Neal Marcy Wade | Jason Beardsley, Co-Chair Iam Colmer Kymberlyn McBride Michael Strathearn | Joyce Cheney | |

Meetings: Second Tuesdays, 1:30-3 p.m. Library 275

| Duties of the Human Resources Planning Subcommittee |
|---|
| <ul style="list-style-type: none">• Review data and practices as they relate to staffing needs, recruitment, hiring, and retention of employees so to inform human resources planning.• Monitor trends in equity and diversity in order to include 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. |

Approved: 5/25/05; Revised 6/22/05, 8/06, 7/07, 10/07, 1/13/10, 9/14/11, 9/26/12, 10/13, 10/14, 10/15, 10/16

District Planning and Advisory Council
Technology Planning Subcommittee

Members

| Managers | Faculty | Classified | Students |
|--|--|--|---|
| Dan Rojas, Co-Chair Marc Drescher Regina Ip Stephanie Schlatter | Walter Meyer, Co-Chair Angie Misaghi Tom Peters Peter Morse | Christine Miller Paul Trautwein Rafi Karpinski | Jailing Li Nathasha Dran Melissa Akkaya |

Meetings: Third Friday of each month, 10:30 a.m. -12:00 noon in IT Conference Room 20

Duties of the Technology Planning Subcommittee

- Develop the annual Master Plan for Technology for submission to the District Planning and Advisory Council.
- Review technology planning issues respective to Budget, Human Resources, Facilities, Student Services, and Instruction.
- 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.

Approved: 4/27/05; Revised 6/22/05, 8/06, 7/07, 1/13/10, 9/14/11, 10/13,10/14, 10/15, 10/16



Santa Monica Community College District
District Planning and Advisory Council
DPAC ANNUAL REPORT
2017-2018

| Date | Topic | Presented to/Considered/Discussed by DPAC | Consensus/Action A – Approval C – Consensus/Agreement Superintendent's Responses to DPAC Recommendations Recommendation to Superintendent/President |
|-------------------------------|---|---|---|
| Sorted Chronologically | | | |
| July 26, 2017 | Master Plan for Education Update, 2017-2018 | <ul style="list-style-type: none"> Reviewed responses to 2016-2017 Institutional Objectives Identified potential Institutional Objectives for 2017-2018 | |
| August 9, 2017 | Equal Employment Opportunity Plan | The updated Equal Employment Opportunity Plan that reflects suggestions from the State Chancellor's Office was presented for information. It will be submitted to the Board of Trustees in September for approval. | |
| August 9, 2017 | Gender Equity Plan | Nate Donahue presented the Gender Equity Plan that was developed in response to the 2016-2017 Institutional Objective #3: <i>Develop a plan to establish a gender equity center to serve all students interested in or having a need for services regardless of gender, sexuality, identity and inclusion.</i> | #173-A Motion was made by Martha Romano and seconded by Robert Villanueva that DPAC receive the Gender Equity Plan. <i>Unanimously approved.</i> |
| August 9, 2017 | Vision Statement | Suggested Revision to Vision Statement Santa Monica College will be a leader and innovator in learning and achievement. As a community committed to open dialog and the free exchange of ideas, Santa Monica College will foster its core values: knowledge, intellectual inquiry, research-based planning and evaluation, academic integrity, | #174-A Motion was made by Mitra Moassessi and seconded by Robert Villanueva to approve the revised Vision Statement. <i>Unanimously approved.</i> |

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| | | | ethical behavior, democratic processes, communication and collegiality, global awareness, equity , and sustainability. | |
| August 9, 2017 | Master Plan for Education Update, 2017-2018 | | The first draft of the proposal 2017-2018 Institutional Objectives was reviewed. The objectives will be revised per suggestions made and presented again for review at the next DPAC meeting. | |
| August 23, 2017 | Master Plan for Education Update, 2017-2018 | | DPAC continued its review of proposed 2017-2018 Institutional Objectives. The objectives will be presented again for review at the next DPAC meeting. | |
| August 23, 2017 | 2017-2018 Budget | | Chris Bonvenuto, Chief Director Business Services, presented an overview of the 2017-2018 budget which included the following: <ul style="list-style-type: none"> • 2016-2017 Recap • General Assumptions • Changes in projected revenues • Changes in projected expenditures • Changes in projected fund balance | |
| September 13, 2017 | | | The following motion was approved unanimously by the Budget Planning Subcommittee: <p>Given the ongoing FTES reductions and the likelihood of not being able to extend the borrowing another year, the DPAC Budget Committee recommends a full borrowing scenario that maximizes the revenue for the District in 2016-2017.</p> | #175-A DPAC accepted the Budget Planning Subcommittee's recommendation (Vote 7 ayes, 1 no). The recommendation will be forwarded to Superintendent Kathryn Jeffery for consideration. |
| September 13, 2017 | Master Plan for Education Update, 2017-2018 | | DPAC continued its review of proposed Institutional Objectives for 2017-2018. The final Institutional Objectives will be presented for approval at the next DPAC meeting. | |
| September 13, 2017 | 2016-2017 DPAC Annual Report | | | #176-A Motion was made by Mitra Moassessi and seconded by Lee Peterson to approve the DPAC 2016-2017 Annual Report. |

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| September 27, 2017 | 2017-2018 Budget | <p>Superintendent/President Jeffery's response to DPAC's recommendation:</p> <p>Given the ongoing FTEs reductions and the likelihood of not being able to extend the borrowing another year, the DPAC Budget Committee recommends a full borrowing scenario that maximizes the revenue for the District in 2016-2017</p> | <p>Superintendent/President Kathryn Jeffery approved the recommendation submitted by DPAC.</p> |
| September 27, 2017 | Master Plan for Education Update, 2017-2018 | <p>Master Plan for Education Update:</p> <ul style="list-style-type: none"> DPAC reviewed the Academic Senate Objectives, 2017-2018 and linked them to the 2017-2018 Institutional Objectives, where applicable. | <p>#177-A</p> <p>Motion was made by Jennifer Chen and seconded by Mitra Moassessi to approve the final 2017-2018 Institutional Objectives as amended at the meeting. <i>Unanimously approved</i></p> |
| September 27, 2017 | Facilities Master Plan Update | <p>Representatives of the DLR Group and Vanir Construction Management, Inc. provided an overview of the Facilities Master Plan Update, which included the following:</p> <ul style="list-style-type: none"> Program Management Considerations Math/Science Addition Schedule Master Planning/Construction Phasing (desirable completion target 8 years, starting 2019) Program Management/Path Forward Pico Screening/Pico Frontage | |
| October 11, 2017 | Governance Structure | <p>Discussion: Institutional Objective No. 1. Analyze the current governance structure and charges, specifically DPAC.</p> <p>Methods to Accomplish the Objective and Anticipated Outcomes:</p> <ul style="list-style-type: none"> DPAC appoints a subcommittee to review the DPAC Charter and Organization. Solicit input from College community. Present any recommendations to DPAC. Recommendations forwarded to Superintendent/ President | |

| | | |
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| | <p>DPAC Charter and Organization, 2017-2018: Membership on the DPAC Subcommittees was updated. The DPAC Charter and Organization will be reviewed as part of DPAC's analysis of the governance structure.</p> <p>Excerpts from the Integrated Planning section of the <i>Strategic Planning and Facilitation Report</i> prepared by the Collaborative Brain Trust (CBT) are attached</p> <p>It was agreed that members review the document before the next meeting and be prepared with suggestions for areas of focus for this year. Members were encouraged to research planning processes at other districts.</p> | |
| <p>October 25, 2017</p> | <p>Budget: 2017-2018 First Quarter Budget Report</p> <p>Chris Bonvenuto, Chief Director, Business Services, presented the 2017-2018 first quarter budget update. There was not a quorum at the last Budget Committee meeting, but the first quarter budget report was discussed. It is very early in the year since the budget was just adopted in September, so there are no changes. Two major assumptions are not included in the report – the Supplemental Retirement Program (SRP) and the borrowing scenario recommended by DPAC and approved by the Superintendent/President. If the borrowed FTEs are fully funded, there would be about \$10 million of one-time revenue. The second quarter budget report will include the assumptions.</p> | |
| <p>October 25, 2017</p> | <p>Governance Structure</p> <p>Discussion: Institutional Objective #1 – Analyze the current governance structures and charges, specifically DPAC. The discussion resulted in the following suggestions:</p> <ul style="list-style-type: none"> • Administrative responsibility for institutional planning should be identified and that person should be involved in the conversations. • Gaps identified in the <i>Strategic Planning and Facilitation Report</i> (page IP-9, #4) should be addressed. | <p>It was agreed that DPAC will devote one meeting each month to discuss an implementation plan and develop corresponding objectives for each of the Strategic Initiatives and Objectives. It was suggested that up to five action plans be identified and appropriate committees/staff be assigned tasks related to the action plans.</p> |

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| | | <p>#4: Develop an implementation plan for the Strategic Initiatives by developing corresponding objectives for each initiative. Each initiative should be made "actionable," by identifying a set of corresponding objectives. For each objective, the College should develop action steps with measurable outcomes, timelines and assigned responsibilities and resources for achievement. Together, the Strategic Initiatives, objectives and this implementation plan become the College's Strategic Plan.</p> <ul style="list-style-type: none"> The process for identifying annual objectives needs to be reviewed and refocused (<i>Strategic Planning and Facilitation Report</i>, page IP-9, #5) <p>#5: Refocus DPAC's annual planning activities from reviewing multiple planning component reports and identifying annual MPE objectives, to measure progress towards objectives of the Strategic Plan's Initiatives and objectives.</p> | <p>The regular DPAC meeting of the month will include usual DPAC business items and an agenda item on Governance Structure to discuss issues related to the current governance structure and charges to DPAC (related to Institutional Objective #1), including but not limited to:</p> <ul style="list-style-type: none"> Review and revision of the timeline for development of the annual institutional objectives Communication/Transparency Review planning models at other districts Scope and function of DPAC (refer to DPAC's Charter and Organization); role of DPAC Chair Resource allocation tied to the planning process; Budget Committee's role |
| November 8, 2017 | Institutional Planning | <p>DPAC Chair Teresita Rodriguez reported that she shared with Superintendent Kathryn Jeffery the comments made at the last DPAC meeting regarding administrative responsibility for institutional planning, in particular related to the Executive Vice-President. Dr. Jeffery will attempt to attend a future meeting to speak to DPAC about this.</p> | |
| November 8, 2017 | Institutional Planning | <p>Discussion included how to proceed with identifying action plans for the 2019-2022 Strategic Initiatives and Objectives. It was agreed that the work being done by the Integrated Planning Workgroup and the Pathways Workgroup will result in action plans for the next five years related to Initiatives 1, 2 and 3.</p> | |

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| | <p>Institutional objectives for 2017-2018 have already been identified in this year's Master Plan for Education Update, the majority of which directly support at least one strategic initiative. It is understood that by early 2018-2019, the master planning process will shift to identifying annual objectives to achieve progress on each of the strategic initiatives. A framework needs to be developed to link identified objectives to budget, human resources and other planning processes. The next meeting will focus on re-thinking the planning process. DPAC members were asked to look at planning models at other districts and present ones they like for discussion at the next meeting. Links to websites should be forwarded to Lisa Rose.</p> | |
| | <p>DPAC reviewed and discussed institutional planning models of the following community college districts:</p> <ul style="list-style-type: none"> • Cabrillo College • Citrus Colleges • College of the Desert • Fullerton College • Long Beach City College • Mt. San Antonio College <p>It was agreed that a Santa Monica College Institutional Planning Guide should be developed and be available internally and externally via the college's website. In addition to the usual planning elements common to most community college planning models, additional elements were identified as being important to include:</p> <ul style="list-style-type: none"> • The Academic Senate Institutional Effectiveness Committee should be integrated in the planning process • A planning calendar/timeline tied to the budget calendar should be developed • A glossary of common acronyms (Cabrillo College) • The charges and focus of Academic Senate Committees that contribute to planning should be reviewed and modified to better align to the | <p>Governance Structure</p> |
| <p>November 22, 2017</p> | | |

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| | | <p>planning process and cycle. Following is a list of observations and suggestions provided by members of DPAC:</p> <ul style="list-style-type: none"> • DPAC needs to focus on planning and know the difference between planning and solving a problem. • Since there has been no roadmap for people to solve their problems, they bring them to DPAC. Delegation of authority is needed to define what should be addressed by DPAC. • DPAC's authority and role should be more clearly defined. Planning bodies at other districts have more power than DPAC. • Charges to the DPAC planning subcommittees should be reviewed/ revised to support strategic initiatives. Institutional objectives should inform the assignments given to the subcommittees and DPAC should provide more direct assignments to its subcommittees. <p>There should be feedback/input from the subcommittees to DPAC on addressing charges.</p> <ul style="list-style-type: none"> • Membership/constituency representatives and their roles on DPAC and subcommittees should be reviewed. • DPAC and Academic Senate committees should be organized to better serve the planning process. • Objectives should be reviewed and the logical sequence of actions determined (annual, multiple year) with resources identified to complete objectives. | |
| December 13, 2017 | Subcommittee Reports Only | | |
| January 10, 2018 | Governance Structure | <p>Discussion: Governance Structure DPAC discussed the minutes of the meeting on November 22nd at which the following institutional planning models of the community college districts were considered:</p> <ul style="list-style-type: none"> • Cabrillo College | |

- Citrus Colleges
- College of the Desert
- Fullerton College
- Long Beach City College
- Mt. San Antonio College

There was agreement on the following:

- The goal of DPAC's review of the SMC's governance structure is to look at the current planning processes, improve them and integrate all planning processes at the college.
- DPAC should use the Five-Year Strategic Initiatives to drive the development of the annual institutional objectives. Implementation of the institutional objectives should be a comprehensive process tied to budgeting and the committee and/or department responsible for implementation and tracking.
- DPAC's charges to the DPAC subcommittees need to be clarified and more descriptive. DPAC will work with subcommittees to review and develop the charges so they support the Strategic Initiatives and the annual institutional objectives.
- A timeline for the planning process needs to be developed.
- Agenda topics at future meetings:

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| February 14 | Timeline (a draft will be developed and presented for discussion and input) |
| March 14 | Role of and Charges to DPAC Subcommittees |
- DPAC Subcommittee chairs will be asked to attend the next meeting (January 24th) for reports and stay for a discussion about the role of and charges to subcommittees.

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| <p>January 24, 2018</p> | <p>Superintendent's Report</p> | <ul style="list-style-type: none"> • DPAC members are encouraged to consider issues related to their constituency while keeping the big picture of the college as a whole. Discussions should not focus on issues affecting a group or individual, but should focus on major topics driving the college. • There needs to be regular assessment of progress on the strategic plan, and a mechanism for communicating updates to the college community needs to be developed and implemented. This will also help inform us as we plan for accreditation. • Decisions regarding staffing are being made by reviewing priorities, considering existing data and having follow-up on conversations with staff. The PBAR committee has met to review requests for classified positions. The request for faculty positions has been reviewed and a response was sent to Academic Senate President Nate Donahue. • The college is facing major changes as several issues converge and priorities shift. | |
| <p>January 24, 2018</p> | <p>Governance Structure</p> | <p>Discussion with DPAC Subcommittee Chairs: Role of and Charges to DPAC Subcommittees. This discussion item was deferred to the DPAC meeting on February 28th.</p> | |
| <p>February 14, 2018</p> | <p>Governance Structure</p> | <p>Governance Structure: Drafts of Planning Schedule. The following drafts were discussed:</p> <ul style="list-style-type: none"> • Annual Schedule for DPAC to Develop Actions Plans • Five-Year Planning Calendar, 2017-2022 • Annual Planning Calendar, 2018-2019 (two versions) <p>DPAC members were encouraged to review the schedules and submit suggestions to Lisa. Teresita, Nate, Erica and Lisa will continue working on the schedules to resubmit to DPAC for review. Nate Donahue distributed a draft of a document entitled <i>DPAC Innovation Planning Reorganization</i> that</p> | |

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| | | <p>lists the six strategic initiatives and the responsible Academic Senate committees and DPAC subcommittees.</p> <p>Further discussion resulted in agreement on the following:</p> <ul style="list-style-type: none"> • The goal of DPAC's review of the SMC's governance structure is to look at the current planning processes, improve them and integrate all planning processes at the college. • DPAC Subcommittee chairs will be asked to attend the next meeting (February 28th) for reports and stay for a discussion about the role of and charges to subcommittees and how to be engaged in the planning process. DPAC will work with subcommittees to review and develop the charges so they support the Strategic Initiatives and the annual institutional objectives. | |
| <p>February 28, 2018</p> | <p>Governance Structure</p> | <p>Discussion with DPAC Subcommittee Chairs: Role of and Charges to DPAC Subcommittees.</p> <p>The discussion included the following comments and suggestions, grouped by issue.</p> <ul style="list-style-type: none"> • Role of and charges to DPAC subcommittees and Academic Senate Joint Committees: • Development of annual institutional objectives/action plan • Integrated planning/process • Operational vs. planning <p><u>Summary:</u> DPAC Chair Teresita Rodriguez will develop survey to capture information and compile responses for DPAC to review and revise charges to the subcommittees by assessing the following:</p> <ul style="list-style-type: none"> ▪ Operational vs. planning ▪ Involvement in the planning process ▪ Structure ▪ Timelines <p>Discussions will continue through the spring.</p> | |

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| <p>March 14, 2018</p> | <p>Master Plan for Education Update, 2017-2018</p> <p>Governance Structure</p> | <p>Mid-Year Update: 2017-2018 Institutional Objectives</p> |
| <p>March 14, 2018</p> | <p>Discussion: Governance Structure</p> <p><u>Survey for members of DPAC and DPAC Subcommittees</u></p> <p>Teresita Rodriguez and Nate Donahue will develop questions for a survey to be prepared and distributed to members of DPAC and the DPAC subcommittees to receive more input on the structure and role of DPAC and its subcommittees.</p> <p>Questions will include:</p> <ul style="list-style-type: none"> • What are subcommittees' current responsibilities? • Where does the direction to the subcommittees come from? • How are the subcommittee meeting agendas determined? • Does the work of the subcommittees with DPAC make sense; is it integral to what DPAC is doing? • How can subcommittees contribute to the new planning structure supporting the strategic initiatives? • How should the work of the DPAC and its subcommittees be communicated to the college community? <p>Other questions that need to be addressed:</p> <ul style="list-style-type: none"> • Since DPAC is a planning body and not the appropriate place to deal with operational functions, where/how should operational issues be addressed? • Is there opportunity in the planning process to discuss new and innovative ideas? <p><u>Planning for Spring 2018</u></p> <p>Reports from groups that are doing work related to the strategic initiatives should be scheduled for DPAC meetings</p> | |

March 28, 2018

Governance Structure

A subcommittee comprising Teresita Rodriguez, Nate Donahue, Erica LeBlanc and Lisa Rose met to discuss activities/meetings for DPAC for spring and summer 2018, using the following guidelines determined by DPAC:

- The Five-Year Strategic Initiatives should drive the development of the annual institutional objectives.
- Implementation of the institutional objectives should be a comprehensive process tied to budgeting and the committee and/or department responsible for implementation and tracking.
- DPAC's charges to the DPAC subcommittees need to be clarified and more descriptive. DPAC will work with subcommittees to review and develop the charges so they support the Strategic Initiatives and the annual institutional objectives.

DPAC Meetings – Spring/Summer 2018

- Suspend subcommittee and A.S. Joint Committee reports for the spring/summer and replace with themed reports related to the strategic initiatives.
- Invite key representatives to meet with DPAC to share work in their respective areas and participate in the development of annual action plans.

April 25 Enrollment

- Teresita Rodriguez, Mike Tuitasi, Esau Tovar, Brenda Benson, Denise Kinsella, Delores Raveling, DeeDee Carter

May 9, 23 Pathways/Equity

- Pathways: Guido delPiccolo, Maria Munoz, Georgia Lorenze

- Integrated Planning: Melanie Bocanegra, Esau Tovar, Chavarry

June 13 Fiscal/Human Resources

- Fiscal/HR: Chris Bonvenuto, Matt Hottinpiller, Sherri Lee-Lewis, Tre/Shawn Hall-baker, Kym McBride

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| | | <p>June27 Facilities/Technology</p> <ul style="list-style-type: none"> Facilities/Technology: Emil Zordilla, Eric Pivavaro Lee Peterson, Marc Drescher, Dan Rojas, Walter Meyer <p>Teresita and Nate will send email invites to groups to invite them to meetings. Copy DPAC members on invite.</p> <p><u>Summer 2018</u></p> <ul style="list-style-type: none"> Plan how to integrate planning process Develop of 2018-19 Structure Planning Schedules Plan session for Opening Day, August 23rd (ask DPAC for participants) – contact Edna, Marisol | |
| <p>April 25, 2018</p> | <p>Enrollment Development Report</p> | <p>Strategic Enrollment Management (SEM) is a guide to help Santa Monica College achieve its enrollment goals. It is guided by the College mission, vision and goals, the Board of Trustees priorities, and the Strategic Plan. It is a dynamic, iterative plan that shifts constantly.</p> <p>The written report includes the following:</p> <ul style="list-style-type: none"> Introduction and Executive Summary High School Concurrent and Dual Enrollment Outreach and Recruitment On-Boarding Communication and Technology Retention Non-Credit Opportunities International Education Goal Attainment/Completion <p><i>The complete report is available at:</i> http://www.smc.edu/ACG/Documents/Board%20of%20Trustees%20Meetings/Board_of_Trustees_Meetings/2018/Enrollment%20Report%20-%20May%202018%20(Public%20version).pdf</p> | |

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| <p>May 9, 2018</p> | <p>Strategic Initiatives: Guided Pathways Report</p> | <p>Members of the SMC Comprehensive Redesign Team (Guido Davis Del Piccolo, Georgia Lorenz, Maria Munoz, Irena Zugic) provided an overview of the Guided Pathways Framework, an integrated, inclusive approach to reimagine and redesign the SMC student experience. The basis of the redesign is to utilize a Guided Pathways Framework to make the student experience more intentional, supported, and clear. Processes and interventions will be constructed to help guide and support each students to reach their self-defined completion effectively and efficiently.</p> <p>Following are related websites: http://www.smc.edu/ACG/Academic-Senate-new/GuidedPathwaysFramework/Pages/default.aspx http://www.smc.edu/ACG/AcademicSenate/Pages/Guided-Pathways-Four-Pillars.aspx</p> <p>DPAC is changing the process for developing annual action plans (formerly called institutional objectives) to align them with the Strategic Initiatives, 2016-2022. To that end, it was requested that the Redesign Team develop potential annual action plans related to Pathways that align with the Strategic Initiatives, 2017-2022. Possible action plans discussed were:</p> <ul style="list-style-type: none"> • Finalize and approve Meta-Majors • Make progress on mapping academic programs • Adjust counseling model; more career counseling up front • Define the equity gap, benchmarks and strategies <p>It was agreed that potential annual action plans be forwarded to DPAC by June 13th.</p> |
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| May 23, 2018 | Strategic Initiatives: Equity | <p>Student Equity Committee representatives Melanie Bocanegra, Sherri Bradford and Edna Chavarry presented an update: Building a Culture of Equity at Santa Monica College (presentation is attached). The group was asked to develop potential 2018-2019 action plans related to Strategic Initiative #1: <i>Close the Gaps in Educational Outcomes Among Student Groups</i> and forward them to DPAC for consideration.</p> |
| May 23, 2018 | Governance Structure | <p>A draft chart showing the DPAC planning process was reviewed and discussed. Changes suggested at the meeting will be incorporated, and the chart will be resubmitted to DPAC for review. To move forward in the process of reviewing and revising the DPAC and planning structure, it was agreed that the current DPAC Charter and Organization should be reviewed by section and updated with suggestions made during DPAC's governance structure discussions since October 2017. A draft schedule for review of the DPAC Charter and Organization will be submitted to DPAC for review.</p> |
| June 13, 2018 | Election of Vice-Chair, 2018-2019 | <p>#178-A Election of DPAC Vice-Chair: Motion was made by Mitra Moassessi and seconded by Martha Romano to elect Nate Donahue as DPAC Vice-Chair, 2018-2019. <i>Unanimously approved.</i></p> |
| June 13, 2018 | Human Resources | <p>Human Resources and Fiscal Services reported on what their respective departments are already doing and/or planning to address the Strategic Initiatives 2017-2022. They were asked to work with DPAC to develop action plans for the next several years tied to those objectives.</p> <p>Human Resources - Sherri Lee-Lewis and Tre'Shawn Hall-Baker: <i>2017-2018 Objective #2: Increase the number and percentage of full-time instructional and non-instructional faculty, while at the same time</i></p> |

increasing the number of applicants from diverse backgrounds.

Human Resources is in a state of transition with the retirement of Vice-President of Human Resources Marcy Wade in December 2017. Also, the Supplemental Retirement Program in December resulted in the retirement of 27 full-time faculty. Consequently, the number and percentage of full-time instructional and non-instructional faculty did not increase. The Human Resources department is currently recruiting for six full-time faculty positions. The Faculty Ranking committee met, recommended faculty positions for 2019-2020 to Superintendent/President Jeffery and is awaiting a response.

Efforts to increase the number of applicants from diverse backgrounds include a group of faculty and administrators attending at a conference focused on equity in hiring, department chair meetings to share strategies, and reviewing the full-time and part-time faculty hiring regulations and processes. Plans for 2018-2019 include an upgrade to the online applicant tracking system scheduled for summer/early fall 2018 in time for the faculty hiring season and the first Annual Faculty Job Fair and Open House in October 2018 to increase the number of applicants.

2017-2018 Objective #4: Develop a human resources plan that identifies appropriate staffing guidelines and benchmarks.

Objective #4 has been addressed. Human Resources started the process to develop a timeline and gather information from all stakeholders on campus, especially Academic Affairs and Student Affairs, as both areas directly affect students. Developing a plan requires looking at current job descriptions (or creating them), current staffing levels in the departments, and identifying the deficiencies or gaps that exist. The process and development of the plan will continue in 2018-2019.

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| <p>June 13, 2018</p> | <p>Fiscal Services</p> | <p>Human Resources and Fiscal Services reported on what their respective departments are already doing and/or planning to address the Strategic Initiatives 2017-2022. They were asked to work with DPAC to develop action plans for the next several years tied to those objectives.</p> <p>Fiscal - Chris Bonvenuto: <i>2017-2018 Objective #5. Develop a multi-year District budget that is consistent with the Board of Trustees Core Priorities and Budget Objectives and Principles and aligns with the Colleges Strategic Initiatives and Objectives.</i></p> <p>Fiscal Services has been focusing on where the budget will land given the uncertainty of the community college funding formula during the last five months. Last Friday, it was announced that the new funding formula will guarantee that the District will never receive less apportionment than it did in 2017-2018. This provides the District with stability moving forward. The current budget includes funding for the 2017-2018 objectives if a PBAR had been submitted and approved. A discussion about developing a multi-year plan will take place at the next Budget Committee meeting.</p> | |
| <p>June 13, 2018</p> | <p>Governance Structure</p> | <p>2017-2018 Institutional Objective #1 states that the current governance structure and charges, specifically DPAC, will be analyzed. DPAC Chair Teresita Rodriguez will draft a response.</p> <p>To that end, it is time for DPAC to look at its current organizational structure and make recommendations to change them based on discussions about governance structure during 2017-2018. The organizational structure will be reviewed at the next meeting (July 11th). Suggested revisions will be reviewed and refined by a subcommittee. Attached are the following to prepare for the discussion on July 11th: (1) current organizational structure, and (2) summary of discussions about governance structure.</p> | |



Santa Monica Community College District
District Planning and Advisory Council

**DPAC ANNUAL REPORT
 2017-2018**

| Date | Topic | Presented to/Considered/Discussed by DPAC | Consensus/Action A – Approval C – Consensus/Agreement Superintendent's Responses to DPAC Recommendations Recommendation to Superintendent/President |
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Sorted by Topic (alphabetically)

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| September 13, 2017 | 2016-2017 DPAC Annual Report | | #176-A Motion was made by Mitra Moassessi and seconded by Lee Peterson to approve the DPAC 2016-2017 Annual Report. |
| August 23, 2017 | 2017-2018 Budget | <p>Chris Bonvenuto, Chief Director Business Services, presented an overview of the 2017-2018 budget which included the following:</p> <ul style="list-style-type: none"> • 2016-2017 Recap • General Assumptions • Changes in projected revenues • Changes in projected expenditures • Changes in projected fund balance <p>The following motion was approved unanimously by the Budget Planning Subcommittee:</p> <p>Given the ongoing FTES reductions and the likelihood of not being able to extend the borrowing another year, the DPAC Budget Committee recommends a full borrowing scenario that maximizes the revenue for the District in 2016-2017.</p> | |
| September 13, 2017 | 2017-2018 Budget | | #175-A DPAC accepted the Budget Planning Subcommittee's recommendation (Vote 7 ayes, 1 no). The recommendation will be forwarded to Superintendent Kathryn Jeffery for consideration. |

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| September 27, 2017 | 2017-2018 Budget | <p>Superintendent/President Jeffery's response to DPAC's recommendation:</p> <p>Given the ongoing FTEs reductions and the likelihood of not being able to extend the borrowing another year, the DPAC Budget Committee recommends a full borrowing scenario that maximizes the revenue for the District in 2016-2017</p> | <p>Superintendent/President Kathryn Jeffery approved the recommendation submitted by DPAC.</p> |
| October 25, 2017 | Budget: 2017-2018 First Quarter Budget Report | <p>Chris Bonvenuto, Chief Director, Business Services, presented the 2017-2018 first quarter budget update. There was not a quorum at the last Budget Committee meeting, but the first quarter budget report was discussed. It is very early in the year since the budget was just adopted in September, so there are no changes. Two major assumptions are not included in the report – the Supplemental Retirement Program (SRP) and the borrowing scenario recommended by DPAC and approved by the Superintendent/President. If the borrowed FTEs are fully funded, there would be about \$10 million of one-time revenue. The second quarter budget report will include the assumptions.</p> | |
| June 13, 2018 | Election of Vice-Chair, 2018-2019 | | <p>#178-A Election of DPAC Vice-Chair: Motion was made by Mitra Moassessi and seconded by Martha Romano to elect Nate Donahue as DPAC Vice-Chair, 2018-2019. <i>Unanimously approved.</i></p> |
| April 25, 2018 | Enrollment Development Report | <p>Strategic Enrollment Management (SEM) is a guide to help Santa Monica College achieve its enrollment goals. It is guided by the College mission, vision and goals, the Board of Trustees priorities, and the Strategic Plan. It is a dynamic, iterative plan that shifts constantly.</p> <p>The written report includes the following:</p> <ul style="list-style-type: none"> • Introduction and Executive Summary • High School Concurrent and Dual Enrollment Outreach and Recruitment • On-Boarding • Communication and Technology | |

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| | <ul style="list-style-type: none"> • Retention • Non-Credit Opportunities • International Education • Goal Attainment/Completion <p><i>The complete report is available at:</i> http://www.smc.edu/ACG/Documents/Board%20of%20Trustees%20Meetings/Board_of_Trustees_Meetings/2018/Enrollment%20Report%20-%20May%202018%20(Public%20version).pdf</p> | |
| August 9, 2017 | <p>Equal Employment Opportunity Plan</p> <p>The updated Equal Employment Opportunity Plan that reflects suggestions from the State Chancellor’s Office was presented for information. It will be submitted to the Board of Trustees in September for approval.</p> | |
| September 27, 2017 | <p>Facilities Master Plan Update</p> <p>Representatives of the DLR Group and Vanir Construction Management, Inc. provided an overview of the Facilities Master Plan Update, which included the following:</p> <ul style="list-style-type: none"> • Program Management Considerations • Math/Science Addition Schedule • Master Planning/Construction Phasing (desirable completion target 8 years, starting 2019) • Program Management/Path Forward • Pico Screening/Pico Frontage | |
| June 13, 2018 | <p>Fiscal Services</p> <p>Human Resources and Fiscal Services reported on what their respective departments are already doing and/or planning to address the Strategic Initiatives 2017-2022. They were asked to work with DPAC to develop action plans for the next several years tied to those objectives.</p> <p>Fiscal - Chris Bonvenuto: <i>2017-2018 Objective #5. Develop a multi-year District budget that is consistent with the Board of Trustees Core Priorities and Budget Objectives and Principles and aligns with the Colleges Strategic Initiatives and Objectives.</i></p> | |

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| | | <p>Fiscal Services has been focusing on where the budget will land given the uncertainty of the community college funding formula during the last five months. Last Friday, it was announced that the new funding formula will guarantee that the District will never receive less apportionment than it did in 2017-2018. This provides the District with stability moving forward. The current budget includes funding for the 2017-2018 objectives if a PBAR had been submitted and approved. A discussion about developing a multi-year plan will take place at the next Budget Committee meeting.</p> | |
| <p>August 9, 2017</p> | <p>Gender Equity Plan</p> | <p>Nate Donahue presented the Gender Equity Plan that was developed in response to the 2016-2017 Institutional Objective #3: <i>Develop a plan to establish a gender equity center to serve all students interested in or having a need for services regardless of gender, sexuality, identity and inclusion.</i></p> | <p>#173-A Motion was made by Martha Romano and seconded by Robert Villanueva that DPAC receive the Gender Equity Plan. <i>Unanimously approved.</i></p> |
| <p>October 11, 2017</p> | <p>Governance Structure</p> | <p>Discussion: Institutional Objective No. 1. Analyze the current governance structure and charges, specifically DPAC.</p> <p>Methods to Accomplish the Objective and Anticipated Outcomes:</p> <ul style="list-style-type: none"> • DPAC appoints a subcommittee to review the DPAC Charter and Organization. • Solicit input from College community. • Present any recommendations to DPAC. • Recommendations forwarded to Superintendent/ President <p>DPAC Charter and Organization, 2017-2018: Membership on the DPAC Subcommittees was updated. The DPAC Charter and Organization will be reviewed as part of DPAC's analysis of the governance structure.</p> <p>Excerpts from the Integrated Planning section of the <i>Strategic Planning and Facilitation Report</i> prepared by the Collaborative Brain Trust (CBT) are attached</p> | |

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| | <p>It was agreed that members review the document before the next meeting and be prepared with suggestions for areas of focus for this year. Members were encouraged to research planning processes at other districts.</p> | |
| <p>October 25, 2017</p> | <p>Governance Structure</p> <p>Discussion: Institutional Objective #1 – Analyze the current governance structures and charges, specifically DPAC. The discussion resulted in the following suggestions:</p> <ul style="list-style-type: none"> • Administrative responsibility for institutional planning should be identified and that person should be involved in the conversations. • Gaps identified in the <i>Strategic Planning and Facilitation Report</i> (page IP-9, #4) should be addressed. • #4: Develop an implementation plan for the Strategic Initiatives by developing corresponding objectives for each initiative. Each initiative should be made “actionable,” by identifying a set of corresponding objectives. For each objective, the College should develop action steps with measurable outcomes, timelines and assigned responsibilities and resources for achievement. Together, the Strategic Initiatives, objectives and this implementation plan become the College’s Strategic Plan. • The process for identifying annual objectives needs to be reviewed and refocused (<i>Strategic Planning and Facilitation Report</i>, page IP-9, #5) <ul style="list-style-type: none"> #5: Refocus DPAC’s annual planning activities from reviewing multiple planning component reports and identifying annual MPE objectives, to measure progress towards objectives of the Strategic Plan’s Initiatives and objectives. | |
| | | <p>It was agreed that DPAC will devote one meeting each month to discuss an implementation plan and develop corresponding objectives for each of the Strategic Initiatives and Objectives. It was suggested that up to five action plans be identified and appropriate committees/staff be assigned tasks related to the action plans.</p> <p>The regular DPAC meeting of the month will include usual DPAC business items and an agenda item on Governance Structure to discuss issues related to the current governance structure and charges to DPAC (related to Institutional Objective #1), including but not limited to:</p> <ul style="list-style-type: none"> • Review and revision of the timeline for development of the annual institutional objectives • Communication/Transparency • Review planning models at other districts • Scope and function of DPAC (refer to DPAC’s Charter and Organization); role of DPAC Chair • Resource allocation tied to the planning process; Budget Committee’s role |

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| <p>November 22, 2017</p> | <p>Governance Structure</p> | <p>DPAC reviewed and discussed institutional planning models of the following community college districts:</p> <ul style="list-style-type: none"> • Cabrillo College • Citrus Colleges • College of the Desert • Fullerton College • Long Beach City College • Mt. San Antonio College <p>It was agreed that a Santa Monica College Institutional Planning Guide should be developed and be available internally and externally via the college's website. In addition to the usual planning elements common to most community college planning models, additional elements were identified as being important to include:</p> <ul style="list-style-type: none"> • The Academic Senate Institutional Effectiveness Committee should be integrated in the planning process • A planning calendar/timeline tied to the budget calendar should be developed • A glossary of common acronyms (Cabrillo College) • The charges and focus of Academic Senate Committees that contribute to planning should be reviewed and modified to better align to the planning process and cycle. <p>Following is a list of observations and suggestions provided by members of DPAC:</p> <ul style="list-style-type: none"> • DPAC needs to focus on planning and know the difference between planning and solving a problem. • Since there has been no roadmap for people to solve their problems, they bring them to DPAC. Delegation of authority is needed to define what should be addressed by DPAC. • DPAC's authority and role should be more clearly defined. Planning bodies at other districts have more power than DPAC. • Charges to the DPAC planning subcommittees should be reviewed/ revised to support strategic |
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| | <p>initiatives. Institutional objectives should inform the assignments given to the subcommittees and DPAC should provide more direct assignments to its subcommittees. There should be feedback/input from the subcommittees to DPAC on addressing charges.</p> <ul style="list-style-type: none"> • Membership/constituency representatives and their roles on DPAC and subcommittees should be reviewed. • DPAC and Academic Senate committees should be organized to better serve the planning process. • Objectives should be reviewed and the logical sequence of actions determined (annual, multiple year) with resources identified to complete objectives. | |
| <p>January 10, 2018</p> | <p>Governance Structure</p> <p>Discussion: Governance Structure</p> <p>DPAC discussed the minutes of the meeting on November 22nd at which the following institutional planning models of the community college districts were considered:</p> <ul style="list-style-type: none"> • Cabrillo College • Citrus Colleges • College of the Desert • Fullerton College • Long Beach City College • Mt. San Antonio College <p>There was agreement on the following:</p> <ul style="list-style-type: none"> • The goal of DPAC's review of the SMC's governance structure is to look at the current planning processes, improve them and integrate all planning processes at the college. • DPAC should use the Five-Year Strategic Initiatives to drive the development of the annual institutional objectives. Implementation of the institutional objectives should be a comprehensive process tied to budgeting and the committee and/or department responsible for implementation and tracking. | |

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| | | <ul style="list-style-type: none"> • DPAC's charges to the DPAC subcommittees need to be clarified and more descriptive. DPAC will work with subcommittees to review and develop the charges so they support the Strategic Initiatives and the annual institutional objectives. • A timeline for the planning process needs to be developed. • Agenda topics at future meetings: February 14 Timeline (a draft will be developed and presented for discussion and input) March 14 Role of and Charges to DPAC Subcommittees • DPAC Subcommittee chairs will be asked to attend the next meeting (January 24th) for reports and stay for a discussion about the role of and charges to subcommittees. | |
| January 24, 2018 | Governance Structure | <p>Discussion with DPAC Subcommittee Chairs: Role of and Charges to DPAC Subcommittees. This discussion item was deferred to the DPAC meeting on February 28th.</p> | |
| February 14, 2018 | Governance Structure | <p>Governance Structure: Drafts of Planning Schedule. The following drafts were discussed:</p> <ul style="list-style-type: none"> • Annual Schedule for DPAC to Develop Actions Plans • Five-Year Planning Calendar, 2017-2022 • Annual Planning Calendar, 2018-2019 (two versions) <p>DPAC members were encouraged to review the schedules and submit suggestions to Lisa. Teresita, Nate, Erica and Lisa will continue working on the schedules to resubmit to DPAC for review. Nate Donahue distributed a draft of a document entitled <i>DPAC Innovation Planning Reorganization</i> that lists the six strategic initiatives and the responsible Academic Senate committees and DPAC subcommittees.</p> | |

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| | | <p>Further discussion resulted in agreement on the following:</p> <ul style="list-style-type: none"> • The goal of DPAC's review of the SMC's governance structure is to look at the current planning processes, improve them and integrate all planning processes at the college. • DPAC Subcommittee chairs will be asked to attend the next meeting (February 28th) for reports and stay for a discussion about the role of and charges to subcommittees and how to be engaged in the planning process. DPAC will work with subcommittees to review and develop the charges so they support the Strategic Initiatives and the annual institutional objectives. | |
| February 28, 2018 | Governance Structure | <p>Discussion with DPAC Subcommittee Chairs: Role of and Charges to DPAC Subcommittees.</p> <p>The discussion included the following comments and suggestions, grouped by issue.</p> <ul style="list-style-type: none"> • Role of and charges to DPAC subcommittees and Academic Senate Joint Committees: • Development of annual institutional objectives/action plan • Integrated planning/process • Operational vs. planning <p><u>Summary:</u></p> <p>DPAC Chair Teresita Rodriguez will develop survey to capture information and compile responses for DPAC to review and revise charges to the subcommittees by assessing the following:</p> <ul style="list-style-type: none"> ▪ Operational vs. planning ▪ Involvement in the planning process ▪ Structure ▪ Timelines <p>Discussions will continue through the spring.</p> | |

March 14, 2018

Governance Structure

Discussion: Governance Structure Survey for members of DPAC and DPAC Subcommittees

Teresita Rodriguez and Nate Donahue will develop questions for a survey to be prepared and distributed to members of DPAC and the DPAC subcommittees to receive more input on the structure and role of DPAC and its subcommittees.

Questions will include:

- What are subcommittees' current responsibilities?
- Where does the direction to the subcommittees come from?
- How are the subcommittee meeting agendas determined?
- Does the work of the subcommittees with DPAC make sense; is it integral to what DPAC is doing?
- How can subcommittees contribute to the new planning structure supporting the strategic initiatives?
- How should the work of the DPAC and its subcommittees be communicated to the college community?

Other questions that need to be addressed:

- Since DPAC is a planning body and not the appropriate place to deal with operational functions, where/how should operational issues be addressed?
- Is there opportunity in the planning process to discuss new and innovative ideas?

Planning for Spring 2018

Reports from groups that are doing work related to the strategic initiatives should be scheduled for DPAC meetings

March 28, 2018

Governance Structure

A subcommittee comprising Teresita Rodriguez, Nate Donahue, Erica LeBlanc and Lisa Rose met to discuss activities/meetings for DPAC for spring and summer 2018, using the following guidelines determined by DPAC:

- The Five-Year Strategic Initiatives should drive the development of the annual institutional objectives.
- Implementation of the institutional objectives should be a comprehensive process tied to budgeting and the committee and/or department responsible for implementation and tracking.
- DPAC's charges to the DPAC subcommittees need to be clarified and more descriptive. DPAC will work with subcommittees to review and develop the charges so they support the Strategic Initiatives and the annual institutional objectives.

DPAC Meetings – Spring/Summer 2018

- Suspend subcommittee and A.S. Joint Committee reports for the spring/summer and replace with themed reports related to the strategic initiatives.
- Invite key representatives to meet with DPAC to share work in their respective areas and participate in the development of annual action plans.

April 25 Enrollment

- Teresita Rodriguez, Mike Tuitasi, Esau Tovar, Brenda Benson, Denise Kinsella, Delores Raveling, DeeDee Carter

May 9, 23 Pathways/Equity

- Pathways: Guido delPiccolo, Maria Munoz, Georgia Lorenze

- Integrated Planning: Melanie Bocanegra, Esau Tovar, Chavarry

June 13 Fiscal/Human Resources

- Fiscal/HR: Chris Bonvenuto, Matt Hottinpiller, Sherri Lee-Lewis, Tre/Shawn Hall-baker, Kym McBride

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| | <p>June27 Facilities/Technology</p> <ul style="list-style-type: none"> Facilities/Technology: Emil Zordilla, Eric Pivavaro Lee Peterson, Marc Drescher, Dan Rojas, Walter Meyer <p>Teresita and Nate will send email invites to groups to invite them to meetings. Copy DPAC members on invite.</p> <p><u>Summer 2018</u></p> <ul style="list-style-type: none"> Plan how to integrate planning process Develop of 2018-19 Structure Planning Schedules Plan session for Opening Day, August 23rd (ask DPAC for participants) – contact Edna, Marisol | | |
| <p>May 23, 2018</p> | <p>Governance Structure</p> <p>A draft chart showing the DPAC planning process was reviewed and discussed. Changes suggested at the meeting will be incorporated, and the chart will be resubmitted to DPAC for review. To move forward in the process of reviewing and revising the DPAC and planning structure, it was agreed that the current DPAC Charter and Organization should be reviewed by section and updated with suggestions made during DPAC’s governance structure discussions since October 2017. A draft schedule for review of the DPAC Charter and Organization will be submitted to DPAC for review.</p> | <p>Governance Structure</p> | |
| <p>June 13, 2018</p> | <p>Governance Structure</p> <p>2017-2018 Institutional Objective #1 states that the current governance structure and charges, specifically DPAC, will be analyzed. DPAC Chair Teresita Rodriguez will draft a response.</p> <p>To that end, it is time for DPAC to look at its current organizational structure and make recommendations to change them based on discussions about governance structure during 2017-2018. The organizational structure will be reviewed at the next meeting (July 11th). Suggested revisions will be</p> | <p>Governance Structure</p> | |

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| | <p>reviewed and refined by a subcommittee. Attached are the following to prepare for the discussion on July 11th: (1) current organizational structure, and (2) summary of discussions about governance structure.</p> | |
| <p>June 13, 2018</p> | <p>Human Resources</p> <p>Human Resources and Fiscal Services reported on what their respective departments are already doing and/or planning to address the Strategic Initiatives 2017-2022. They were asked to work with DPAC to develop action plans for the next several years tied to those objectives.</p> <p>Human Resources - Sherri Lee-Lewis and Tre'Shawn Hall-Baker:</p> <p><i>2017-2018 Objective #2: Increase the number and percentage of full-time instructional and non-instructional faculty, while at the same time increasing the number of applicants from diverse backgrounds.</i></p> <p>Human Resources is in a state of transition with the retirement of Vice-President of Human Resources Marcy Wade in December 2017. Also, the Supplemental Retirement Program in December resulted in the retirement of 27 full-time faculty. Consequently, the number and percentage of full-time instructional and non-instructional faculty did not increase. The Human Resources department is currently recruiting for six full-time faculty positions. The Faculty Ranking committee met, recommended faculty positions for 2019-2020 to Superintendent/President Jeffery and is awaiting a response.</p> <p>Efforts to increase the number of applicants from diverse backgrounds include a group of faculty and administrators attending at a conference focused on equity in hiring, department chair meetings to share strategies, and reviewing the full-time and part-time faculty hiring regulations and processes. Plans for 2018-2019 include an upgrade to the online applicant tracking system scheduled for summer/early fall 2018 in time for the faculty hiring season and the first</p> | |

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| | <p>Annual Faculty Job Fair and Open House in October 2018 to increase the number of applicants.</p> <p><i>2017-2018 Objective #4: Develop a human resources plan that identifies appropriate staffing guidelines and benchmarks.</i></p> <p>Objective #4 has been addressed. Human Resources started the process to develop a timeline and gather information from all stakeholders on campus, especially Academic Affairs and Student Affairs, as both areas directly affect students. Developing a plan requires looking at current job descriptions (or creating them), current staffing levels in the departments, and identifying the deficiencies or gaps that exist. The process and development of the plan will continue in 2018-2019.</p> | |
| November 8, 2017 | <p>Institutional Planning</p> <p>DPAC Chair Teresita Rodriguez reported that she shared with Superintendent Kathryn Jeffery the comments made at the last DPAC meeting regarding administrative responsibility for institutional planning, in particular related to the Executive Vice-President. Dr. Jeffery will attempt to attend a future meeting to speak to DPAC about this.</p> | |
| November 8, 2017 | <p>Institutional Planning</p> <p>Discussion included how to proceed with identifying action plans for the 2019-2022 Strategic Initiatives and Objectives. It was agreed that the work being done by Integrated Planning Workgroup and the Pathways Workgroup will result in action plans for the next five years related to Initiatives 1, 2 and 3.</p> <p>Institutional objectives for 2017-2018 have already been identified in this year's Master Plan for Education Update, the majority of which directly support at least one strategic initiative. It is understood that by early 2018-2019, the master planning process will shift to identifying annual objectives to achieve progress on each of the strategic initiatives. A framework needs to be developed to link identified objectives to budget, human resources and other planning processes. The</p> | |

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| | | | next meeting will focus on re-thinking the planning process. DPAC members were asked to look at planning models at other districts and present ones they like for discussion at the next meeting. Links to websites should be forwarded to Lisa Rose. | |
| July 26, 2017 | Master Plan for Education Update, 2017-2018 | | <ul style="list-style-type: none"> Reviewed responses to 2016-2017 Institutional Objectives Identified potential Institutional Objectives for 2017-2018 | |
| August 9, 2017 | Master Plan for Education Update, 2017-2018 | | The first draft of the proposal 2017-2018 Institutional Objectives was reviewed. The objectives will be revised per suggestions made and presented again for review at the next DPAC meeting. | |
| August 23, 2017 | Master Plan for Education Update, 2017-2018 | | DPAC continued its review of proposed 2017-2018 Institutional Objectives. The objectives will be presented again for review at the next DPAC meeting. | |
| September 13, 2017 | Master Plan for Education Update, 2017-2018 | | DPAC continued its review of proposed Institutional Objectives for 2017-2018. The final Institutional Objectives will be presented for approval at the next DPAC meeting. | |
| September 27, 2017 | Master Plan for Education Update, 2017-2018 | | <p>Master Plan for Education Update:</p> <ul style="list-style-type: none"> DPAC reviewed the Academic Senate Objectives, 2017-2018 and linked them to the 2017-2018 Institutional Objectives, where applicable. | <p>#177-A Motion was made by Jennifer Chen and seconded by Mitra Moassessi to approve the final 2017-2018 Institutional Objectives as amended at the meeting. <i>Unanimously approved</i></p> |
| March 14, 2018 | Master Plan for Education Update, 2017-2018 | | Mid-Year Update: 2017-2018 Institutional Objectives | |
| May 23, 2018 | Strategic Initiatives: Equity | | Student Equity Committee representatives Melanie Bocanegra, Sherri Bradford and Edna Chavarry presented an update: Building a Culture of Equity at Santa Monica College (presentation is attached). The group was asked to develop potential 2018-2019 action plans related to Strategic Initiative #1: <i>Close the Gaps in Educational Outcomes Among Student Groups</i> and forward them to DPAC for consideration. | |

May 9, 2018

Strategic Initiatives: Guided Pathways Report

Members of the SMC Comprehensive Redesign Team (Guido Davis Del Piccolo, Georgia Lorenz, Maria Munoz, Irena Zugic) provided an overview of the Guided Pathways Framework, an integrated, inclusive approach to reimagine and redesign the SMC student experience. The basis of the redesign is to utilize a Guided Pathways Framework to make the student experience more intentional, supported, and clear. Processes and interventions will be constructed to help guide and support each student to reach their self-defined completion effectively and efficiently.

Following are related websites:

- <http://www.smc.edu/ACG/Academic-Senate-new/GuidedPathwaysFramework/Pages/default.aspx>
- <http://www.smc.edu/ACG/AcademicSenate/Pages/Guided-Pathways-Four-Pillars.aspx>

DPAC is changing the process for developing annual action plans (formerly called institutional objectives) to align them with the Strategic Initiatives, 2016-2022. To that end, it was requested that the Redesign Team develop potential annual action plans related to Pathways that align with the Strategic Initiatives, 2017-2022.

Possible action plans discussed were:

- Finalize and approve Meta-Majors
- Make progress on mapping academic programs
- Adjust counseling model; more career counseling up front
- Define the equity gap, benchmarks and strategies

It was agreed that potential annual action plans be forwarded to DPAC by June 13th.

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| <p>December 13, 2017 January 24, 2018</p> | <p>Subcommittee Reports Only Superintendent's Report</p> | <ul style="list-style-type: none"> • DPAC members are encouraged to consider issues related to their constituency while keeping the big picture of the college as a whole. Discussions should not focus on issues affecting a group or individual, but should focus on major topics driving the college. • There needs to be regular assessment of progress on the strategic plan, and a mechanism for communicating updates to the college community needs to be developed and implemented. This will also help inform us as we plan for accreditation. • Decisions regarding staffing are being made by reviewing priorities, considering existing data and having follow-up on conversations with staff. The PBAR committee has met to review requests for classified positions. The request for faculty positions has been reviewed and a response was sent to Academic Senate President Nate Donahue. • The college is facing major changes as several issues converge and priorities shift. | <p>#174-A Motion was made by Mitra Moassessi and seconded by Robert Villanueva to approve the revised Vision Statement. <i>Unanimously approved.</i></p> |
| <p>August 9, 2017</p> | <p>Vision Statement</p> | <p>Suggested Revision to Vision Statement</p> <p>Santa Monica College will be a leader and innovator in learning and achievement. As a community committed to open dialog and the free exchange of ideas, Santa Monica College will foster its core values: knowledge, intellectual inquiry, research-based planning and evaluation, academic integrity, ethical behavior, democratic processes, communication and collegiality, global awareness, equity, and sustainability.</p> | |

Santa Monica Community College District
DISTRICT PLANNING AND ADVISORY COUNCIL (DPAC)
SUMMARY OF ACTIONS
2017-2018

During 2016-2017, DPAC and its planning subcommittees reviewed, discussed and considered many topics related to the Vision, Mission, and Goals/Supporting Goals, the Board of Trustees Goals and Priorities, Strategic Initiatives, and Student/Institutional Learning Outcomes.

Following is a list of six recommendations approved by DPAC during 2017-2018:

- Budget**
- #175-A Budget - Approval of DPAC Budget Committee recommendation for full borrowing scenario September 13, 2017
- Faculty and Staff**
- #173-A Gender Equity Plan.....August 9, 2017
- Master Plan for Education Update**
- #177-A Approval of the Institutional Objectives, 2017-2018, finalizing Master Plan for Education Update..... September 27, 2017
- Organizational Functions**
- #176-A Approval of 2016-2017 DPAC Annual Report.....June 14, 2017
- #178-A Election of Vice-Chair, 2018-2019 June 13, 2018
- Security and Safety**
- Strategic Planning**
- #174-A Revision to Vision Statement August 9, 2017