



Santa Monica Community College District

District Planning and Advisory Council

*Annual Report
2016-2017*





Santa Monica Community College District
District Planning and Advisory Council

**DPAC ANNUAL REPORT
2016-2017**

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**District Planning and Advisory Council
CHARTER AND ORGANIZATION
2016-2017**

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
2016-2017

Members, 2016-2017

Teresita Rodriguez, Administration, Chair Designee
Georgia Lorenz, Administration

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

Fran Chandler, Academic Senate President, Vice-Chair
Mitra Moassessi, Academic Senate Representative

Peter Morse, Faculty Association President
Howard Stahl, Faculty Association Representative

Robert Villanueva, CSEA President
Lee Peterson/Martha Romano, CSEA Representative

Terrance Ware, Associated Students President
Laura Zwicker, Associated Students Representative

Revised 9/2016

Resource Liaisons

Bob Isomoto, Co-Chair, Budget Planning Subcommittee
Howard Stahl, Co-Chair, Budget Planning Subcommittee
Mike Tuitasi, Co-Chair, College Services Planning Subcommittee
Joan Kang, Co-Chair, College Services Planning Subcommittee
Greg Brown, Co-Chair, Facilities Planning Subcommittee
Lee Peterson, Co-Chair, Facilities Planning Subcommittee
Tre'Shawn Hall-Baker, Co-Chair, Human Resources Planning Subcommittee
Kym McBride, 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, 2016-2017

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, 2017.

<u>2016-2017</u>
July 13, 27
August 24, 31
September 14, 28
October 12, 26
November 9
December 14
January 11, 25
February 8, 22
March 8, 22
April 12, 26
May 10, 24
June 14, 28

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
Bob Isomoto, Co-Chair Chris Bonvenuto Delores Raveling Mitch Heskell	Howard Stahl, Co-Chair Nate Donahue Mario Martinez Matt Hotsinpillar	Martha Romano Dee Upshaw Robert Villanueva Rasheedah Watts	Terrance Ware Orlando Gonzalez Laura Zwicker Dane Cruz

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 Steven Contarsy Cynthia Gonzalez Michael Strathearn	Joan Kang, Co-Chair Maria Bonin Marie Fisher Joanne Laurance	Jazzmin Sardin Clara Prado

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
Greg Brown, Co-Chair Reggie Ellis Emil Zordillo Mark Engfer	Linda Sinclair Judith Marasco Alicia Villapando Catherine Matheson	Lee Peterson, Co-Chair Madeline Brodie Jim Galligan Craig Walter	

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, 10/1/0, 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	Cesar Rubio, Co-Chair Alicia Villapando Kymberlyn McBride Michael Strathearn	Joyce Cheney Joanne Laurance	

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 Rupinder Bhatia Stephanie Schlatter	Walter Meyer, Co-Chair Jinan Darwiche Tom Peters Peter Morse	Christine Miller	

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



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 13, 2016	Master Plan for Education Update, 2016-2017	<ul style="list-style-type: none"> Reviewed responses to 2015-2016 Institutional Objectives Reviewed and approved revised form for Institutional Objectives 	
July 13, 2016	Air-Conditioning in College Facilities	<ul style="list-style-type: none"> Temporary Air-Conditioning: The temporary air-conditioning has been installed in six college buildings. The system is currently running all day in an effort to work out some of the problems. Once the issues are resolved, the system will be turned off when not needed to save energy. Permanent Air-Conditioning: Nine buildings, which include the six with temporary air-conditioning, need permanent air-conditioning. There are two decisions that need to be made: (1) Should funds be expended on the design phase without knowing if the bond measure will pass in November; and (2) If the bond passes, there is funding for several new buildings which would replace old buildings that have no air-conditioning (Liberal Arts and Letters and Science). It would need to be determined whether to continue with temporary air conditioning for these old buildings until they are replaced with new buildings. 	

<p>July 27, 2016</p>	<p>Master Plan for Education Update, 2016-2017</p>	<p>Reviewed for Potential Institutional Objectives</p> <p>Accreditation:</p> <ol style="list-style-type: none"> 1. Quality Focus Essay: Two major projects are identified in the QFE – (1) the Transformativ Technology Plan, and (2) the Integrated Student Equity and Success Plan. It was suggested that an Institutional Objective and/or a long-term Strategic Initiative be developed based on each plan. 2. Actionable Plans for 2016 Self-Evaluation Report: These are areas related to the accreditation standards where improvement is needed. These will be reviewed to determine proposed institutional objectives. <p>Program Review Planning Summary: This report includes program reviews submitted by academic departments and administrative units in Spring and Fall 2015. It includes ten recommendations for institutional support for specific programs and 12 observations based on overarching trends/needs.</p> <p>It was agreed that a chart including observations, recommendations and goals included in all the planning documents will be circulated to DPAC before the next meeting for members to review and consider for institutional objectives.</p>	
<p>August 24, 2016</p>	<p>Master Plan for Education Update, 2016-2017</p>	<ul style="list-style-type: none"> • Continue Review of Planning Documents to Develop Institutional Objectives • Assign writing of Institutional Objectives <p>Chief Director, Business Services Chris Bonvenuto presented the 2016-2017 Adopted Budget.</p>	
<p>August 24, 2016</p>	<p>Budget: Adopted Budget 2016-2017</p>		

August 24, 2016	DPAC Annual Report, 2016-2017	
August 24, 2016	Strategic Planning	<p>DPAC reviewed the Annual Report, 2016-2017.</p> <p>The last official strategic planning process took place in 2006-07 when a consultant worked with the college in looking at its Mission Vision and Goals and developing strategic initiatives for the next five years – Basic Skills, Global Citizenship, Sustainability and Career Technical Education. An update in 2010-11 resulted in the addition of two new initiatives – GRIT and the Institutional Imagination initiative (I-Cubed). It is now time for the college to launch a comprehensive strategic planning process to develop new initiatives and address challenging times ahead. A request for proposal has been forwarded to potential consultants to assist the college with this planning process. A Strategic Planning Task Force will be created, and it was suggested that two representatives from each constituency group be appointed to the task force. A smaller group will be asked to review the proposals and make a recommendation to the Superintendent/President. The process can begin immediately following the selection of the consultant and continue through the end of the academic year.</p>
August 24, 2016	Master Plan for Education Update, 2016-2017	<p>DPAC continued its review of planning documents to identify institutional objectives for 2016-2017.</p>
August 31, 2016	Master Plan for Education Update, 2016-2017	<p>DPAC continued its review of planning documents to identify institutional objectives for 2016-2017.</p>

September 14, 2016	Strategic Planning	<p>The following members were appointed to the Strategic Planning Task Force (two from each constituency):</p> <p>Teresita Rodriguez and Georgia Lorenz - Administration</p> <p>Fran Chandler, Mitra Moassessi - Academic Senate</p> <p>Katharine Muller, Chris Bonvenuto – Management Association</p> <p>Peter Morse, Howard Stahl – Faculty Association</p> <p>Robert Villanueva, (tbd) – CSEA</p> <p>Terrance Ware, Laura Zwicker – Associated Students</p>	
September 14, 2016	Strategic Planning	<p>The following members were appointed to the group to review the proposals for Strategic Planning Services:</p> <p>Teresita Rodriguez – Administration (tbd) – Academic Senate</p> <p>Katharine Muller – Management Association (tbd) – Faculty Association</p> <p>(tbd) – CSEA</p> <p>Orlando Gonzalez – Associated Students</p>	
September 14, 2016	Master Plan for Education Update, 2016-2017	DPAC continued its discussion of proposed Institutional Objectives for 2016-2017.	
September 28, 2016	Strategic Planning	<p>A Strategic Planning Task Force has been formed (two representatives from each constituency). Of those, a smaller group was formed to review the three proposals for Strategic Planning Services. The group met and discussed the three proposals and has unanimously forwarded a recommendation to the Superintendent/President for consideration.</p>	
September 28, 2016	Master Plan for Education Update, 2016-2017	DPAC continued discussion of proposed Institutional Objectives for 2016-2017. There is agreement on 15 Institutional Objectives to be finalized at the next meeting.	

October 12, 2016	Budget: Borrowing scenario	DPAC accepted the following recommendation from the Budget Committee to forward to the Superintendent/President for consideration.	#163-A The Budget Committee recommends to DPAC a borrowing scenario of 300 FTE in 2015-2016 with 200 FTE decline in 2016-2017 and 0.5% growth in future years.
October 12, 2016	Master Plan for Education Update, 2016-2017	DPAC reviewed the responses to 2015-2016 Institutional Objectives and proposed Institutional Objectives for 2016-2017. Several Institutional Objectives were revised and will be submitted at the next DPAC meeting for final approval.	
October 12, 2016	Academic Senate 2016-2017 Goals and Strategic Objectives	DPAC reviewed the Academic Senate 2016-2017 Goals and Strategic Objectives.	
October 12, 2016	DPAC Charter and Organization, and 2016-2017 Membership	DPAC reviewed and approved the DPAC Charter and Organization, pending updates of the membership on the DPAC Planning Subcommittees.	
October 26, 2016	Budget: Borrowing scenario	At the meeting on October 12, 2016, DPAC approved the following recommendation from the Budget Planning Subcommittee to forward to the Superintendent/President for consideration. The Budget Committee recommends to DPAC a borrowing scenario of 300 FTE in 2015-2016 with 200 FTE decline in 2016-2017 and 0.5% growth in future years.	Superintendent/President's Response The Superintendent/President approved the recommendation
October 26, 2016	Master Plan for Education Update, 2016-2017	DPAC approved the Institutional Objectives for 2016-2017, thereby finalizing the Master Plan for Education Update 2016-2017.	#164-A Motion was made by Lee Peterson and seconded by Erica LeBlanc to approve the Institutional Objectives for 2016-2017 as amended. <i>Unanimously approved</i>
October 26, 2016	Strategic Planning	As in previous strategic planning cycles, DPAC constituency leaders each appointed members to serve on the 2016-2017 Strategic Planning Task Force. Subsequently, a smaller representative group reviewed the proposals and forwarded its recommendation to the Superintendent/President for consideration. The Superintendent/ President concurred with the subcommittee's unanimous recommendation of the	

November 9, 2016	Budget Committee Recommendation:	<p>Collaborative Brain Trust (CBT) as it was the most comprehensive in thoroughly addressing every aspect of the <i>Request for Proposal</i>. Further, reference checks with former CBT clients requesting similar services were extremely positive with high praise for the company. A recommendation will be on the agenda for the Board of Trustees to approve at its meeting on November 1, 2016.</p> <p>The Budget Committee recommends to DPAC that DPAC explore the following revenue-generating or cost-savings ideas:</p> <ul style="list-style-type: none"> • Reduce the use of contracts • Offer retirement incentives to employee groups • Run a flea market on weekends • Fundraise naming rights • Work with the prison population • Work with the active military and veteran population 	
			<p>#165-A Following discussion, motion was made by Mitra Moassessi and seconded by Connie Lemke that DPAC approve the following recommendation: DPAC recommends that the District explore the following and other revenue-generating or cost-savings ideas:</p> <ul style="list-style-type: none"> • Reduce the use of contracts • Offer retirement incentives to employee groups • Run a flea market on weekends • Seek sponsors interested in naming rights • Work with the prison population • Work with the active military and veteran population <p><i>The motion was unanimously approved.</i></p>

November 9, 2016	Enrollment Strategies	<p>Vice-President of Enrollment Development Teresita Rodriguez reported that work groups are discussing strategies to increase FTES by removing enrollment barriers and improving communication. Following are areas being looked at:</p> <ul style="list-style-type: none"> • Improved/increased outreach, marketing and communication to students, keeping students informed and engaged • Contingency drops (enrolling in the same class or a class at the same time without first dropping the class currently enrolled), thereby not risking having no class • New wait list/ notification list/ course request process • Early summer session to attract a new market, student in a more non-traditional population • Address students in the funnel to get them through the process • Pathways to completion <p>A report will be presented at the next DPAC meeting on the status of the plan for contingency drops.</p>	
November 9, 2016	Strategic Planning	<p>DPAC previously appointed members to serve on the Strategic Planning Process. The contract with the Collaborative Brain Trust (CBT) was approved by the Board to assist the District with the process. The CBT team leader is Julie Slark. It was agreed that the first meeting of the Strategic Planning Task Force will be held on December 14th at 1 p.m. in the Loft. Thereafter, the second meeting scheduled for DPAC each month will be used for the Strategic Planning Task Force. Much of the work will be done in subgroups of the Task Force with the goal of completing the process by the end of the Spring semester.</p>	

December 14, 2016	Budget Committee Recommendation	<p>Response from Superintendent/President on the following DPAC recommendation:</p> <p>DPAC recommends that the District explore the following and other revenue-generating or cost-savings ideas:</p> <ul style="list-style-type: none"> • Reduce the use of contracts • Offer retirement incentives to employee groups • Run a flea market on weekends • Seek sponsors interested in naming rights • Work with the prison population • Work with the active military and veteran population 	<p>Superintendent/President Kathryn Jeffery responded that she will consider DPAC's recommendation.</p> <p>It was requested that there be clarification provided when the Superintendent/President responds that she will "consider" a DPAC recommendation. It was suggested that there be a report back to DPAC on the status of recommendations under consideration in order to close the loop. It was agreed that the Superintendent/President will be consulted on how she wants to report back to DPAC on the status of recommendations being considered.</p>
December 14, 2016	Enrollment Strategies	<p>Status of Contingency Drops: At the last meeting, there was discussion about the looking into the ability of students to add another section at the same time or the same class at a different time before dropping the class. This would prevent a student from losing a class. Teresita Rodriguez reported that she met with the programmers, and the plan is to implement a contingency drop program called "Swap a Class" by the end of January, prior to the start of the spring semester. Students will be informed in the usual methods of communication including email blasts and the noticeable posts on college website.</p>	
January 25, 2017	Superintendent/President's responses to DPAC recommendation:	<p>Responses from At the last DPAC meeting, it was requested that there be clarification provided when the Superintendent/ President responds that she will "consider" a DPAC recommendation. It was suggested that there be a report back to DPAC on the status of recommendations under consideration in order to close the loop. It was agreed that the Superintendent/President will be consulted on how she wants to report back to DPAC on the status of recommendations being considered.</p>	<p>Superintendent/President Kathryn Jeffery agreed to provide more detailed responses when she indicates that she will "consider" a DPAC recommendation. Accordingly, the following responses (in italics) were reported to DPAC's recommendation approved on November 9, 2016:</p>

DPAC recommends that the District explore the following and other revenue-generating or cost-savings ideas:

- Reduce the use of contracts: *Yes, currently reviewing and will develop a reasonable list of contract reductions.*
- Offer retirement incentives to employee groups: *No, the Board reviewed in December and decided not to move forward on this.*
- Run a flea market on weekends: *No decision, more information is needed before determining.*
- Seek sponsors interested in naming rights: *Yes*
- Work with the prison population: *No decision, more information is needed before determining.*
- Work with the active military and veteran population: *No decision, more information is needed before determining.*

January 25, 2017	Enrollment Update	Vice-President Teresita Rodriguez circulated an enrollment summary for Summer/Fall 2016 and Winter/Spring 2017 (<i>attached</i>) which provides a point-in-time snapshot comparison from year to year. Enrollment is down 7.61 percent for winter 2017 and 7.59% for spring 2017. Factors contributing to declining enrollment, which is a statewide trend, include changing demographics (fewer high school graduates), fewer international student applications and students taking fewer classes. Continuing efforts to boost enrollment include heightened communication, marketing and outreach, and removing enrollment barriers. Suggestions to address the decline enrollment included looking at comparable districts to see what they are doing, providing incentives to students to take more classes, identifying another pool of students and encouraging faculty to use OER (open educational resources).	
February 8, 2017	Audit Reports, 2015-2016	Chris Bonvenuto, Chief Director, Business Services, presented a summary of the 2015-2016 Audited Financial Statements	
February 8, 2017	Budget: Second Quarter Report	Chris Bonvenuto, Chief Director, Business Services, presented the 2016-2017 Second Quarter Budget Report	
February 8, 2017	Capital Outlay Program Update	Greg Brown, Director of Facilities Planning, and Emil Zordilla, Assistant Director of Facilities Planning, presented an update on the Capital Outlay Program. The presentation also included a visual overview of projects nearing completion, projects in progress, and future projects.	
February 8, 2017	Marketing Update	Regina Ip, Web/Social Media Manager, presented a draft of a newly-designed SMC homepage that focuses on students and visually appeals to the audience. A survey will be sent to the college community to solicit input on the new design.	

February 22, 2017	Budget Update	<p>During the Budget Subcommittee report, Superintendent/President Kathryn E. Jeffery reported that the budget situation for the college is quite serious in terms of increased on-going expenses and reductions of revenue from the state. The Strategic Planning team has been asked to add another module to the project related to the college's budget planning process. Dr. Jeffery stated that she will be scrutinizing all travel/conference requests and contracts, looking at the organizational structure, new positions, filling vacancies, and adjusting workloads. The DPAC Budget Planning Subcommittee and DPAC will be solicited for ideas to improve outreach, marketing, and provide suggestions for cost-saving ideas. Enrollment is still down 2.3% from last spring; the District is looking at ways to stabilize enrollment.</p>
March 22, 2017	Institutional Objectives, 2016-2017 Mid-Year Status	<p>A draft of the report was distributed at the meeting. The final report will be presented for review and discussion at the next DPAC meeting.</p>
March 22, 2017	Master Plan for Education Update, 2017-2018: Tentative Schedule	<p>The tentative schedule for development of the Master Plan for Education Update was reviewed.</p>
March 22, 2017	Institutional Objectives, 2016-2017 Mid-Year Status	<p>The report was distributed at the meeting.</p>
April 26, 2017	Budget: Recommendation from Budget Planning Subcommittee	<p>Recommendation from Budget Planning Subcommittee: Given the potential budgetary implications, the DPAC Budget Subcommittee recommends that DPAC discuss the implications and opportunities of growing the upcoming Summer Session.</p> <p>The Summer schedule is done, and there are tools in place to address changes and meet students' needs. Faculty will be reminded to encourage students to enroll. It was suggested that summer offerings be increased and that the District consider other borrowing scenarios in order to delay stabilization. The topic will be referred back to the Budget Subcommittee for further discussion.</p>

<p>April 26, 2017</p>	<p>Cybersecurity Awareness</p>	<p>The Technology Planning Subcommittee recommends that all employees participate in a succinct and focused online Cybersecurity training when granted a SMC network account and annually thereafter. Training should include, but not be limited to, the following areas:</p> <ul style="list-style-type: none"> • Acceptable Usage of District Equipment • Password Management • Email and Network Security • Computer Virus Response • Internet Usage and Downloading Software 	<p>#166-A Motion was made by Howard Stahl and seconded by Georgia Lorenz to approve the TPC's recommendation and forward it to the Superintendent/President for consideration. <i>Unanimously approved.</i></p>
<p>May 10, 2017</p>	<p>Cybersecurity Awareness</p>		<p>Superintendent's Response to DPAC Recommendation approved on April 26, 2017 Superintendent/President Kathryn Jeffery approved the following recommendation forwarded by DPAC on April 26, 2017: Motion was made by Howard Stahl and seconded by Georgia Lorenz to approve the following recommendation from Technology Planning Subcommittee and forward it to the Superintendent/President for consideration. <i>Unanimously approved.</i> The Technology Planning Subcommittee recommends that all employees participate in a succinct and focused online Cybersecurity training when granted a SMC network account and annually thereafter. Training should include, but not be limited to, the following areas:</p> <ul style="list-style-type: none"> • Acceptable Usage of District Equipment • Password Management • Email and Network Security • Computer Virus Response • Internet Usage and Downloading Software

May 10, 2017

Full-Time Faculty Hiring

75/25 Full-Time Faculty Hiring Plan: The proposal recommended by the ad hoc full-time faculty hiring committee is for the District to achieve a 2.5% increase in full-time faculty in instruction and counseling each year.

#167-A

Georgia Lorenz made the following motion; seconded by Chris Bonvenuto:

It is recommended that DPAC accept the 75-25 Full-Time Faculty ad hoc committee report. DPAC acknowledges the fiscal challenges faced by the District and forwards this report to the Superintendent/President for consideration as a methodology to increase the number and percentage of full-time faculty.

Following discussion, Chris Bonvenuto withdrew his second.

Mitra Moassessi made the following motion; seconded by Laura Zwicker:

DPAC supports and endorses the goal presented by the 75-25 Full-Time Faculty ad hoc committee to increase the percentage of instructional and counseling faculty by 2.5% per year toward achieving the goal of 75% full-time faculty.

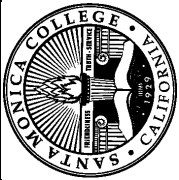
Following a ten-minute caucus, it was stated that the administration would like to include recognition of the fiscal challenges faced by the District. The maker of the motion would not accept any amendment. Following is the vote on the motion as presented:

Ayes: 6 (Academic Senate,

May 31, 2017	Full-Time Faculty Hiring	<p>DPAC's Recommendation May 10, 2017</p> <p>DPAC supports and endorses the goal presented by the 75-25 Full-Time Faculty ad hoc committee to increase the percentage of instructional and counseling faculty by 2.5% per year toward achieving the goal of 75% full-time faculty.</p>	<p>Associated Students, CSEA, Faculty Association)</p> <p>Noes: 2 (Administration, Management Association)</p> <p>Superintendent's Response to DPAC Recommendation approved on May 10, 2017</p> <p>I support the 75/25 goal recommended by DPAC. The college will work toward meeting this goal in concert with the goal of maintaining fiscal stability. I will seek to achieve a hiring strategy to increase the level of instructional full-time faculty based on the highest priority needs of instructional and student support areas of SMC. Additionally, I will work to develop a human resource plan that is intended to achieve benchmark levels of all SMC employee groups.</p>
May 31, 2017	Budget Update	<ul style="list-style-type: none"> • May Revise : Highlights included the Governor's Proposal, Proposition 98 Funding, Recap of Governor's Budget (unrestricted and restricted funds), items not included, and the true effect of the May Revise on the District's budget. • Tentative 2017-2018 Budget Report: Highlights included Projected changes in Revenue 2016-2017 to Tentative 2017-2018, Changes in Expenditures, Changes in Fund Balance, Five-Year Trend Comparison including one-time Funding, Five Year Trend (revenue and expenditures), Major Issues Moving Forward, and Credit and Non-Resident FTES Projections. 	
June 14, 2017	Election of Vice-Chair, 2017-2018		<p>#168-A</p> <p>Motion was made by Mitra Moassessi and seconded by Katharine Muller to elect Nate Donahue as DPAC Vice-Chair for 2017-2018, effective June 28, 2017.</p> <p><i>Unanimously approved.</i></p>

June 14, 2017	Budget: Recommendation from Budget Planning Subcommittee	The following motion was unanimously approved at the Budget Planning Subcommittee meeting on June 7, 2017. In support of the Board goal to save money through attrition, the Budget Committee recommends to DPAC that the District investigate offering retirement incentives to all employee groups beginning as early as December 2017.	#169-C Motion was made by Mitra Moassessi and seconded by Howard Stahl that DPAC accept the recommendation approved by the Budget Planning Subcommittee on June 7, 2017 and forward it to the Superintendent/President for consideration. <i>There was consensus on the motion.</i>
June 14, 2017	Institutional Effectiveness Committee Report	Elisa Meyer and Hannah Lawler, Chair and Vice-Chair of the Institutional Effectiveness Committee, presented the report highlighting significant data trends, observations, and recommendations of the Institutional Effectiveness Committee, 2016-2017. The report included the following topics: <ul style="list-style-type: none"> • Review and Revision of the Scope of the Committee • Committee Objectives for the 2016-2017 Academic Year • Review of the IE Dashboards • Recommendations of the IE Committee 	#170-A Motion was made by Katharine Muller and seconded by Peter Morse to accept the Institutional Effectiveness Committee Report. <i>Unanimously accepted.</i> The recommendations in the report will be considered during the development of the MPE 2017-2018 institutional objectives.
June 14, 2017	Strategic Initiatives, 2017-2022	These initiatives will drive the Master Plan for Education institutional objectives for the next five years.	#171-A Motion was made by Howard Stahl and seconded by Martha Romano to accept the Strategic Initiatives, 2017-2022. <i>Unanimously accepted.</i>
June 14, 2017	Vision/Mission Statement	Vision/Mission Statement: DPAC reviewed the Mission Statement and made revisions in text to improve clarity and style, but not content. Santa Monica College provides a safe, inclusive, and dynamic learning environment that encourages personal and intellectual exploration – one that challenges and supports students in achieving their educational goals. Students learn to contribute to the local and global community as they develop an understanding of their relationship to diverse social, cultural, political, economic, technological, and natural environments. The College recognizes that each individual makes a critical contribution to the achievement of this mission.	#172-A Motion was made by Chris Bonvenuto and seconded by Mitra Moassessi to adopt Mission Statement as revised. <i>Unanimously adopted.</i> The revised Mission Statement will be submitted to the Board of Trustees for approval at its July meeting.

<p>June 28, 2017</p>	<p>Master Plan for Education Update 2017-2018</p>	<p>Santa Monica College's academic programs and support services are intended to serve diverse individuals from <u>the</u> local, national, and global communities who are seeking high-quality, affordable undergraduate education. The College offers <u>certificates</u>, <u>Associate degrees</u> and <u>certificates</u>, a <u>baccalaureate degree</u>, and <u>streamlined pathways for transfer to university and for career training</u>. The College promotes a <u>commitment to life-long learning among students and the communities it serves</u>.</p>	
		<p>Possible Institutional Objectives</p> <ul style="list-style-type: none"> • Institutional Effectiveness Committee Report, 2016-2017 • Strategic Initiatives and Objectives <p>DPAC discussed how to proceed with the development of potential institutional objectives for 2017-2018. It was decided that the meeting on July 12th will be cancelled and that following documents will be distributed by July 12th to assist with the development of the institutional objectives for 2017-2018 at the DPAC meeting on July 26th.</p> <ol style="list-style-type: none"> a. Institutional Effectiveness Committee Report, 2016-2017 b. Strategic Initiatives and Objectives c. Accreditation Recommendations d. Program Review Annual Report e. CBT Strategic Planning Final Report <p>It was agreed that two potential institutional objectives should be developed related to the following Strategic Initiatives:</p> <ul style="list-style-type: none"> • Close the gaps in educational outcomes among student groups • Foster institutional effectiveness and innovation by improving long-term and integrated planning linked to resource allocation, specifically analyze the current governance structure and charges (DPAC). 	



Santa Monica Community College District
District Planning and Advisory Council
DPAC ANNUAL REPORT
2016-2017

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 Alphabetically by Topic			
October 12, 2016	Academic Senate 2016-2017 Goals and Strategic Objectives	DPAC reviewed the Academic Senate 2016-2017 Goals and Strategic Objectives.	
July 13, 2016	Air-Conditioning in College Facilities	<ul style="list-style-type: none"> • Temporary Air-Conditioning: The temporary air-conditioning has been installed in six college buildings. The system is currently running all day in an effort to work out some of the problems. Once the issues are resolved, the system will be turned off when not needed to save energy. • Permanent Air-Conditioning: Nine buildings, which include the six with temporary air-conditioning, need permanent air-conditioning. There are two decisions that need to be made: (1) Should funds be expended on the design phase without knowing if the bond measure will pass in November; and (2) If the bond passes, there is funding for several new buildings which would replace old buildings that have no air-conditioning (Liberal Arts and Letters and Science). It would need to be determined whether to continue with temporary air conditioning for these old buildings until they are replaced with new buildings. 	

February 8, 2017	Audit Reports, 2015-2016	Chris Bonvenuto, Chief Director, Business Services, presented a summary of the 2015-2016 Audited Financial Statements	
October 12, 2016	Budget: Recommendation from Budget Planning Subcommittee Borrowing scenario	DPAC accepted the following recommendation from the Budget Committee to forward to the Superintendent/President for consideration.	#163-A The Budget Committee recommends to DPAC a borrowing scenario of 300 FTE in 2015-2016 with 200 FTE decline in 2016-2017 and 0.5% growth in future years. Superintendent/President's Response The Superintendent/President approved the recommendation
October 26, 2016	Budget: Recommendation from Budget Planning Subcommittee Response from Superintendent	At the meeting on October 12, 2016, DPAC approved the following recommendation from the Budget Planning Subcommittee to forward to the Superintendent/President for consideration. The Budget Committee recommends to DPAC a borrowing scenario of 300 FTE in 2015-2016 with 200 FTE decline in 2016-2017 and 0.5% growth in future years.	
November 9, 2016	Budget: Recommendation from Budget Planning Subcommittee	The Budget Committee recommends to DPAC that DPAC explore the following revenue-generating or cost-savings ideas: <ul style="list-style-type: none"> • Reduce the use of contracts • Offer retirement incentives to employee groups • Run a flea market on weekends • Fundraise naming rights • Work with the prison population • Work with the active military and veteran population 	#165-A Following discussion, motion was made by Mitra Moassessi and seconded by Connie Lemke that DPAC approve the following recommendation: DPAC recommends that the District explore the following and other revenue-generating or cost-savings ideas: <ul style="list-style-type: none"> • Reduce the use of contracts • Offer retirement incentives to employee groups • Run a flea market on weekends • Seek sponsors interested in naming rights • Work with the prison population • Work with the active military and veteran population The motion was unanimously approved.

<p>December 14, 2016</p>	<p>Budget: Recommendation from Budget Planning Subcommittee</p>	<p>Response from Superintendent/President on the following DPAC recommendation:</p> <p>DPAC recommends that the District explore the following and other revenue-generating or cost-savings ideas:</p> <ul style="list-style-type: none"> • Reduce the use of contracts • Offer retirement incentives to employee groups • Run a flea market on weekends • Seek sponsors interested in naming rights • Work with the prison population • Work with the active military and veteran population 	<p>Superintendent/President Kathryn Jeffery responded that she will consider DPAC's recommendation.</p> <p>It was requested that there be clarification provided when the Superintendent/President responds that she will "consider" a DPAC recommendation. It was suggested that there be a report back to DPAC on the status of recommendations under consideration in order to close the loop. It was agreed that the Superintendent/President will be consulted on how she wants to report back to DPAC on the status of recommendations being considered.</p>
<p>April 26, 2017</p>	<p>Budget: Recommendation from Budget Planning Subcommittee</p>	<p>Recommendation from Budget Planning Subcommittee:</p> <p>Given the potential budgetary implications, the DPAC Budget Subcommittee recommends that DPAC discuss the implications and opportunities of growing the upcoming Summer Session.</p> <ul style="list-style-type: none"> • The Summer schedule is done, and there are tools in place to address changes and meet students' needs. Faculty will be reminded to encourage students to enroll. It was suggested that summer offerings be increased and that the District consider other borrowing scenarios in order to delay stabilization. The topic will be referred back to the Budget Subcommittee for further discussion. 	

June 14, 2017	Budget: Recommendation from Budget Planning Subcommittee	<p>The following motion was unanimously approved at the Budget Planning Subcommittee meeting on June 7, 2017.</p> <p>In support of the Board goal to save money through attrition, the Budget Committee recommends to DPAC that the District investigate offering retirement incentives to all employee groups beginning as early as December 2017.</p>	<p>#169-C Motion was made by Mitra Moassessi and seconded by Howard Stahl that DPAC accept the recommendation approved by the Budget Planning Subcommittee on June 7, 2017 and forward it to the Superintendent/ President for consideration. <i>There was consensus on the motion.</i></p>
August 24, 2016	Budget: Adopted Budget 2016-2017	Chief Director, Business Services Chris Bonvenuto presented the 2016-2017 Adopted Budget.	
February 8, 2017	Budget: Second Quarter Report	Chris Bonvenuto, Chief Director, Business Services, presented the 2016-2017 Second Quarter Budget Report	
February 8, 2017	Capital Outlay Program Update	Greg Brown, Director of Facilities Planning, and Emil Zordilla, Assistant Director of Facilities Planning, presented an update on the Capital Outlay Program. The presentation also included a visual overview of projects nearing completion, projects in progress, and future projects.	
April 26, 2017	Cybersecurity Awareness	<p>The Technology Planning Subcommittee recommends that all employees participate in a succinct and focused online Cybersecurity training when granted a SMC network account and annually thereafter. Training should include, but not be limited to, the following areas:</p> <ul style="list-style-type: none"> • Acceptable Usage of District Equipment • Password Management • Email and Network Security • Computer Virus Response • Internet Usage and Downloading Software 	<p>#166-A Motion was made by Howard Stahl and seconded by Georgia Lorenz to approve the TPC's recommendation and forward it to the Superintendent/President for consideration. <i>Unanimously approved.</i></p>

<p>May 10, 2017</p>	<p>Cybersecurity Awareness</p>	<p><u>Superintendent's Response to DPAC Recommendation approved on April 26, 2017</u></p> <p>Superintendent/President Kathryn Jeffery approved the following recommendation forwarded by DPAC on April 26, 2017:</p> <p>Motion was made by Howard Stahl and seconded by Georgia Lorenz to approve the following recommendation from Technology Planning Subcommittee and forward it to the Superintendent/President for consideration. <i>Unanimously approved.</i></p> <p>The Technology Planning Subcommittee recommends that all employees participate in a succinct and focused online Cybersecurity training when granted a SMC network account and annually thereafter.</p> <p>Training should include, but not be limited to, the following areas:</p> <ul style="list-style-type: none"> • Acceptable Usage of District Equipment • Password Management • Email and Network Security • Computer Virus Response • Internet Usage and Downloading Software
<p>August 24, 2016</p>	<p>DPAC Annual Report, 2016-2017</p>	<p>DPAC reviewed the Annual Report, 2016-2017.</p>
<p>October 12, 2016</p>	<p>DPAC Charter and Organization, and 2016-2017 Membership</p>	<p>DPAC reviewed and approved the DPAC Charter and Organization, pending updates of the membership on the DPAC Planning Subcommittees.</p>

<p>June 14, 2017</p>	<p>Election of Vice-Chair, 2017-2018</p>	<p>#168-A Motion was made by Mitra Moassessi and seconded by Katharine Muller to elect Nate Donahue as DPAC Vice-Chair for 2017-2018, effective June 28, 2017. <i>Unanimously approved.</i></p>
<p>November 9, 2016</p>	<p>Enrollment Strategies</p>	<p>Vice-President of Enrollment Development Teresita Rodriguez reported that work groups are discussing strategies to increase FTES by removing enrollment barriers and improving communication. Following are areas being looked at:</p> <ul style="list-style-type: none"> • Improved/increased outreach, marketing and communication to students, keeping students informed and engaged • Contingency drops (enrolling in the same class or a class at the same time without first dropping the class currently enrolled), thereby not risking having no class • New wait list/ notification list/ course request process • Early summer session to attract a new market, student in a more non-traditional population • Address students in the funnel to get them through the process • Pathways to completion <p>A report will be presented at the next DPAC meeting on the status of the plan for contingency drops.</p>

December 14, 2016	Enrollment Strategies	<p>Status of Contingency Drops: At the last meeting, there was discussion about the looking into the ability of students to add another section at the same time or the same class at a different time before dropping the class. This would prevent a student from losing a class. Teresita Rodriguez reported that she met with the programmers, and the plan is to implement a contingency drop program called “Swap a Class” by the end of January, prior to the start of the spring semester. Students will be informed in the usual methods of communication including email blasts and the noticeable posts on college website.</p>	
January 25, 2017	Enrollment Update	<p>Vice-President Teresita Rodriguez circulated an enrollment summary for Summer/Fall 2016 and Winter/Spring 2017 (<i>attached</i>) which provides a point-in-time snapshot comparison from year to year. Enrollment is down 7.61 percent for winter 2017 and 7.59% for spring 2017. Factors contributing to declining enrollment, which is a statewide trend, include changing demographics (fewer high school graduates), fewer international student applications and students taking fewer classes. Continuing efforts to boost enrollment include heightened communication, marketing and outreach, and removing enrollment barriers. Suggestions to address the decline enrollment included looking at comparable districts to see what they are doing, providing incentives to students to take more classes, identifying another pool of students and encouraging faculty to use OER (open educational resources).</p>	

<p>May 10, 2017</p>	<p>Full-Time Faculty Hiring</p>	<p>75/25 Full-Time Faculty Hiring Plan: The proposal recommended by the ad hoc full-time faculty hiring committee is for the District to achieve a 2.5% increase in full-time faculty in instruction and counseling each year.</p>	<p>#167-A Georgia Lorenz made the following motion; seconded by Chris Bonvenuto: It is recommended that DPAC accept the 75-25 Full-Time Faculty ad hoc committee report. DPAC acknowledges the fiscal challenges faced by the District and forwards this report to the Superintendent/President for consideration as a methodology to increase the number and percentage of full-time faculty. Following discussion, Chris Bonvenuto withdrew his second. Mitra Moassessi made the following motion; seconded by Laura Zwicker: DPAC supports and endorses the goal presented by the 75-25 Full-Time Faculty ad hoc committee to increase the percentage of instructional and counseling faculty by 2.5% per year toward achieving the goal of 75% full-time faculty. Following a ten-minute caucus, it was stated that the administration would like to include recognition of the fiscal challenges faced by the District. The maker of the motion would not accept any amendment. Following is the vote on the motion as presented:</p>
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			<p>Ayes: 6 (Academic Senate, Associated Students, CSEA, Faculty Association) Noes: 2 (Administration, Management Association)</p> <p>Superintendent's Response to DPAC Recommendation approved on May 10, 2017</p> <p>I support the 75/25 goal recommended by DPAC. The college will work toward meeting this goal in concert with the goal of maintaining fiscal stability. I will seek to achieve a hiring strategy to increase the level of instructional full-time faculty based on the highest priority needs of instructional and student support areas of SMC. Additionally, I will work to develop a human resource plan that is intended to achieve benchmark levels of all SMC employee groups.</p>
<p>May 31, 2017</p>	<p>Full-Time Faculty Hiring</p>	<p><u>DPAC's Recommendation May 10, 2017</u> DPAC supports and endorses the goal presented by the 75-25 Full-Time Faculty ad hoc committee to increase the percentage of instructional and counseling faculty by 2.5% per year toward achieving the goal of 75% full-time faculty.</p>	<p>#170-A Motion was made by Katharine Muller and seconded by Peter Morse to accept the Institutional Effectiveness Committee Report. <i>Unanimously accepted.</i></p> <p>The recommendations in the report will be considered during the development of the MPE 2017-2018 institutional objectives.</p>
<p>June 14, 2017</p>	<p>Institutional Effectiveness Committee Report</p>	<p>Elisa Meyer and Hannah Lawler, Chair and Vice-Chair of the Institutional Effectiveness Committee, presented the report highlighting significant data trends, observations, and recommendations of the Institutional Effectiveness Committee, 2016-2017. The report included the following topics:</p> <ul style="list-style-type: none"> • Review and Revision of the Scope of the Committee • Committee Objectives for the 2016-2017 Academic Year • Review of the IE Dashboards • Recommendations of the IE Committee <p>A draft of the report was distributed at the meeting. The final report will be presented for review and discussion at the next DPAC meeting.</p>	
<p>March 22, 2017</p>	<p>Institutional Objectives, 2016-2017 Mid-Year Status</p>		

March 22, 2017	Institutional Objectives, 2016-2017 Mid-Year Status	The report was distributed at the meeting.	
February 8, 2017	Marketing Update	Regina Ip, Web/Social Media Manager, presented a draft of a newly-designed SMC homepage that focuses on students and visually appeals to the audience. A survey will be sent to the college community to solicit input on the new design.	
August 31, 2016	Master Plan for Education Update, 2016-2017	DPAC continued its review of planning documents to identify institutional objectives for 2016-2017.	
July 13, 2016	Master Plan for Education Update, 2016-2017	<ul style="list-style-type: none"> Reviewed responses to 2015-2016 Institutional Objectives Reviewed and approved revised form for Institutional Objectives 	
July 27, 2016	Master Plan for Education Update, 2016-2017	<p>Reviewed for Potential Institutional Objectives</p> <p>Accreditation:</p> <ol style="list-style-type: none"> Quality Focus Essay: Two major projects are identified in the QFE – (1) the Transformative Technology Plan, and (2) the Integrated Student Equity and Success Plan. It was suggested that an Institutional Objective and/or a long-term Strategic Initiative be developed based on each plan. Actionable Plans for 2016 Self-Evaluation Report: These are areas related to the accreditation standards where improvement is needed. These will be reviewed to determine proposed institutional objectives. <p>Program Review Planning Summary: This report includes program reviews submitted by academic departments and administrative units in Spring and Fall 2015. It includes ten recommendations for institutional support for specific programs and 12 observations based on overarching trends/needs.</p>	

			It was agreed that a chart including observations, recommendations and goals included in all the planning documents will be circulated to DPAC before the next meeting for members to review and consider for institutional objectives.	
August 24, 2016	Master Plan for Education Update, 2016-2017		<ul style="list-style-type: none"> Continue Review of Planning Documents to Develop Institutional Objectives Assign writing of Institutional Objectives 	
August 24, 2016	Master Plan for Education Update, 2016-2017		DPAC continued its review of planning documents to identify institutional objectives for 2016-2017.	
September 14, 2016	Master Plan for Education Update, 2016-2017		DPAC continued its discussion of proposed Institutional Objectives for 2016-2017.	
September 28, 2016	Master Plan for Education Update, 2016-2017		DPAC continued discussion of proposed Institutional Objectives for 2016-2017. There is agreement on 15 Institutional Objectives to be finalized at the next meeting.	
October 12, 2016	Master Plan for Education Update, 2016-2017		DPAC reviewed the responses to 2015-2016 Institutional Objectives and proposed Institutional Objectives for 2016-2017. Several Institutional Objectives were revised and will be submitted at the next DPAC meeting for final approval.	
October 26, 2016	Master Plan for Education Update, 2016-2017		DPAC approved the Institutional Objectives for 2016-2017, thereby finalizing the Master Plan for Education Update 2016-2017.	#164-A Motion was made by Lee Peterson and seconded by Erica LeBlanc to approve the Institutional Objectives for 2016-2017 as amended. <i>Unanimously approved</i>
March 22, 2017	Master Plan for Education Update, 2017-2018: Tentative Schedule		The tentative schedule for development of the Master Plan for Education Update was reviewed.	
June 28, 2017	Master Plan for Education Update 2017-2018		<p>Possible Institutional Objectives</p> <ul style="list-style-type: none"> Institutional Effectiveness Committee Report, 2016-2017 Strategic Initiatives and Objectives <p>DPAC discussed how to proceed with the development of potential institutional objectives for 2017-2018. It was decided that the meeting on July 12th will be cancelled and that following</p>	

		<p>documents will be distributed by July 12th to assist with the development of the institutional objectives for 2017-2018 at the DPAC meeting on July 26th.</p> <ol style="list-style-type: none"> a. Institutional Effectiveness Committee Report, 2016-2017 b. Strategic Initiatives and Objectives c. Accreditation Recommendations d. Program Review Annual Report e. CBT Strategic Planning Final Report <p>It was agreed that two potential institutional objectives should be developed related to the following Strategic Initiatives:</p> <ul style="list-style-type: none"> • Close the gaps in educational outcomes among student groups • Foster institutional effectiveness and innovation by improving long-term and integrated planning linked to resource allocation, specifically analyze the current governance structure and charges (DPAC). 	
<p>August 24, 2016</p>	<p>Strategic Planning</p>	<p>The last official strategic planning process took place in 2006-07 when a consultant worked with the college in looking at its Mission Vision and Goals and developing strategic initiatives for the next five years – Basic Skills, Global Citizenship, Sustainability and Career Technical Education. An update in 2010-11 resulted in the addition of two new initiatives – GRIT and the Institutional Imagination initiative (I-Cubed). It is now time for the college to launch a comprehensive strategic planning process to develop new initiatives and address challenging times ahead. A request for proposal has been forwarded to potential consultants to assist the college with this planning process. A Strategic Planning Task Force will be created, and it was</p>	

		<p>suggested that two representatives from each constituency group be appointed to the task force. A smaller group will be asked to review the proposals and make a recommendation to the Superintendent/President. The process can begin immediately following the selection of the consultant and continue through the end of the academic year.</p>	
<p>September 14, 2016</p>	<p>Strategic Planning</p>	<p>The following members were appointed to the Strategic Planning Task Force (two from each constituency): Teresita Rodriguez and Georgia Lorenz - Administration Fran Chandler, Mitra Moassessi - Academic Senate Katharine Muller, Chris Bonvenuto – Management Association Peter Morse, Howard Stahl – Faculty Association Robert Villanueva, (tbd) – CSEA Terrance Ware, Laura Zwicker – Associated Students</p>	
<p>September 14, 2016</p>	<p>Strategic Planning</p>	<p>The following members were appointed to the group to review the proposals for Strategic Planning Services: Teresita Rodriguez – Administration (tbd) – Academic Senate Katharine Muller – Management Association (tbd) – Faculty Association (tbd) – CSEA Orlando Gonzalez – Associated Students</p>	
<p>September 28, 2016</p>	<p>Strategic Planning</p>	<p>A Strategic Planning Task Force has been formed (two representatives from each constituency). Of those, a smaller group was formed to review the three proposals for Strategic Planning Services. The group met and discussed the three proposals and has unanimously forwarded a recommendation to the Superintendent/President for consideration.</p>	

<p>October 26, 2016</p>	<p>Strategic Planning</p>	<p>As in previous strategic planning cycles, DPAC constituency leaders each appointed members to serve on the 2016-2017 Strategic Planning Task Force. Subsequently, a smaller representative group reviewed the proposals and forwarded its recommendation to the Superintendent/President for consideration. The Superintendent/ President concurred with the subcommittee's unanimous recommendation of the Collaborative Brain Trust (CBT) as it was the most comprehensive in thoroughly addressing every aspect of the <i>Request for Proposal</i>. Further, reference checks with former CBT clients requesting similar services were extremely positive with high praise for the company. A recommendation will be on the agenda for the Board of Trustees to approve at its meeting on November 1, 2016.</p>	
<p>November 9, 2016</p>	<p>Strategic Planning</p>	<p>DPAC previously appointed members to serve on the Strategic Planning Process. The contract with the Collaborative Brain Trust (CBT) was approved by the Board to assist the District with the process. The CBT team leader is Julie Slark. It was agreed that the first meeting of the Strategic Planning Task Force will be held on December 14th at 1 p.m. in the Loft. Thereafter, the second meeting scheduled for DPAC each month will be used for the Strategic Planning Task Force. Much of the work will be done in subgroups of the Task Force with the goal of completing the process by the end of the Spring semester.</p>	

<p>June 14, 2017</p>	<p>Strategic Initiatives, 2017-2022</p>	<p>These initiatives will drive the Master Plan for Education institutional objectives for the next five years.</p>	<p>#171-A Motion was made by Howard Stahl and seconded by Martha Romano to accept the Strategic Initiatives, 2017-2022. <i>Unanimously accepted.</i></p>
<p>January 25, 2017</p>	<p>Superintendent/President's responses to DPAC recommendation:</p>	<p>Responses from At the last DPAC meeting, it was requested that there be clarification provided when the Superintendent/ President responds that she will "consider" a DPAC recommendation. It was suggested that there be a report back to DPAC on the status of recommendations under consideration in order to close the loop. It was agreed that the Superintendent/President will be consulted on how she wants to report back to DPAC on the status of recommendations being considered.</p>	<p>Superintendent/President Kathryn Jeffery agreed to provide more detailed responses when she indicates that she will "consider" a DPAC recommendation. Accordingly, the following responses (in <i>italics</i>) were reported to DPAC's recommendation approved on November 9, 2016:</p> <p>DPAC recommends that the District explore the following and other revenue-generating or cost-savings ideas:</p> <ul style="list-style-type: none"> • Reduce the use of contracts: <i>Yes, currently reviewing and will develop a reasonable list of contract reductions.</i> • Offer retirement incentives to employee groups: <i>No, the Board reviewed in December and decided not to move forward on this.</i> • Run a flea market on weekends: <i>No decision, more information is needed before determining.</i> • Seek sponsors interested in naming rights: <i>Yes</i> • Work with the prison population: <i>No decision, more</i>

	Vision/Mission Statement		<p><i>information is needed before determining.</i></p> <ul style="list-style-type: none"> • <i>Work with the active military and veteran population: No decision, more information is needed before determining.</i>
June 14, 2017	Vision/Mission Statement	<p>Vision/Mission Statement: DPAC reviewed the Mission Statement and made revisions in text to improve clarity and style, but not content. Santa Monica College provides a safe, inclusive, and dynamic learning environment that encourages personal and intellectual exploration – one that challenges and supports students in achieving their educational goals. Students learn to contribute to the local and global community as they develop an understanding of their relationship to diverse social, cultural, political, economic, technological, and natural environments. The College recognizes that each individual makes a critical contribution to the achievement of this mission.</p> <p>Santa Monica College’s academic programs and support services are intended to serve diverse individuals from <u>the</u> local, national, and global communities who are seeking high-quality, affordable undergraduate education. The College offers <u>certificates, Associate degrees and certificates, a baccalaureate degree, and streamlined pathways for transfer to university and for career training.</u> The College promotes a commitment to life-long learning among students and the communities it serves.</p>	<p>#172-A Motion was made by Chris Bonvenuto and seconded by Mitra Moassessi to adopt the Mission Statement as revised. <i>Unanimously adopted.</i> The revised Mission Statement will be submitted to the Board of Trustees for approval at its July meeting.</p>

Santa Monica Community College District
DISTRICT PLANNING AND ADVISORY COUNCIL (DPAC)
SUMMARY OF ACTIONS
2016-2017

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 10 recommendations approved by DPAC during 2016-2017:

Budget

- #163-A Budget - Approval of Borrowing Scenario..... October 12, 2016
- #165-A Budget: Revenue-Generating and Cost-Savings Ideas November 8, 2016
- #169-C Budget: Recommendation from Budget Planning Subcommittee (Retirement Incentive)..... June 14, 2017

Faculty and Staff

- #167-A Accept 75-25 Full-Time Faculty Ad Hoc Committee Report..... May 10, 2017

Master Plan for Education Update

- #164-A Approval of the Institutional Objectives, 2016-2017, finalizing Master Plan for Education Update October 26, 2016
- #170-A Institutional Effectiveness Report, 2016-2017..... June 14, 2017

Organizational Functions

- #168-A Election of Vice-Chair 2017-2018 (Nate Donahue) June 14, 2017

Security and Safety

- #166-A Cybersecurity Awareness and Training..... April 26, 2017

Strategic Planning

- #171-A Strategic Initiatives, 2017-2022 June 14, 2017
- #172-A Vision/Mission Statement..... June 14, 2017