



Santa Monica Community College District

MASTER PLAN FOR EDUCATION UPDATE 2017-2018

2017-2018 INSTITUTIONAL OBJECTIVES

RESPONSES TO 2016-2017 INSTITUTIONAL OBJECTIVES



Santa Monica Community College District
MASTER PLAN FOR EDUCATION
2017-2018 UPDATE
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Santa Monica Community College District
MASTER PLAN FOR EDUCATION
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In 1997, the College adopted its first formal *Master Plan for Education*, and the plan has been reviewed and updated in each subsequent year. In accordance with the College's planning process, the document is extensively revised every five years as part of the long-term strategic planning process. This includes a review of the College's Vision, Mission, and Goals statements as well as the identification of long-term strategic initiatives to inform the annual identification of institutional objectives. This last occurred in Spring 2017, and the strategic planning summary is included in the 2017-2018 *Master Plan for Education* Update.

This most recent strategic planning effort facilitated by the Collaborative Brain Trust resulted in the following six Strategic Initiatives for 2017-2022:

- Close Gaps in educational outcomes
- Expand Educational and career opportunities and pathways
- Link Long-term and integrated planning to resource allocation
- Ensure that Human Resource plan supports student success
- Improve facilities and technology infrastructure, integration and staffing
- Ensure long-term fiscal stability

This 2017-2018 *Master Plan for Education* update includes documentation of DPAC's evaluation of the responses to the 2016-2017 institutional objectives, categorizing each as Completed, Substantially Completed, Addressed, or Not Addressed. 93% of the fifteen 2016-2017 institutional objectives were determined to be Completed. In an effort to make this planning document more complete and a more useful reference, a number of related planning documents and reports are included as addenda:

Program Review 2017 Planning Summary

Link to complete Report:

http://www.smc.edu/ACG/DistrictPlanningPolicies/Documents/District_Planning_and_Advisory_Council/2017-2018/Program%20Review%20Summary%20Report.pdf

Institutional Effectiveness Committee Observations in 2016-2017

Accreditation Recommendations

Strategic Planning and Facilitation Summary/Strategic Initiatives 2017-2022

Link to complete Strategic Planning and Facilitation Report:

http://www.smc.edu/ACG/Documents/Board%20of%20Trustees%20Meetings/Board_of_Trustees_Meetings/2017/Strategic-Planning-and-Facilitation-Report-for-Board.pdf

Board of Trustees Core Priorities, 2017-2018

Academic Senate Objectives, 2017-2018

Technology Objectives, 2017-2018

Presentation/Reports/Actions at Board of Trustees Meetings Related to Board Goals and Priorities, Strategic Initiatives and College Priorities, 2008-2009 – 2016-2017

Five-Year Study of Institutional Objectives Mapped to Strategic Initiatives and Level of Completion

Capital Outlay Programs Update, July 2017

SMC Annual Report, 2016-2017 (Introduction)

Link to complete SMC Annual Report:

http://www.smc.edu/ACG/Documents/Board%20of%20Trustees%20Meetings/Board_of_Trustees_Meetings/2017/FY%202016-17%20Annual%20Report-FINAL.pdf

DPAC Summary of Actions, 2016-2017

Link to complete DPAC Annual Report:

http://www.smc.edu/ACG/DistrictPlanningPolicies/Documents/District_Planning_and_Advisory_Council/2017-2018/Final%20DPAC%202016-2017%20Annual%20Report.pdf

In preparation for formulating institutional objectives for 2017-2018, the District Planning and Advisory Council reviewed the major planning documents referenced above and developed numerous draft institutional objectives from the recommendations in these documents. All constituent groups represented on DPAC were also asked to submit proposed objectives for consideration, and DPAC's discussion of the draft document resulted in a refinement of the combined list, with an emphasis upon limiting the number of objectives to those that are truly institutional in scope, measurable, and focused upon specific outcomes. The Institutional Objectives were reviewed by the senior administrative staff and accepted by the Superintendent/President.

This final document is the result of review and approval by the District Planning and Advisory Council, and review and acceptance by the SMC Senior Administrative Staff and Superintendent/President.



Santa Monica Community College District

Vision, Mission, and Goals

**Santa Monica College: Changing Lives in the Global Community
Through Excellence in Education**

Vision

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.

Revised and Approved by DPAC: August 9, 2017

Mission

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.

Santa Monica College's academic programs and support services are intended to serve diverse individuals from local, national, and global communities who are seeking high-quality, affordable undergraduate education. The College offers certificates, Associate degrees, a baccalaureate degree, and streamlined pathways for transfer to university and for career training. The College promotes a commitment to lifelong learning among students and the communities it serves.

Revised and Approved by Board of Trustees: July 11, 2017

Goals

To fulfill this mission, Santa Monica College has identified the following Institutional Learning Outcomes and supporting goals.

Institutional Learning Outcomes:

Santa Monica College students will:

- Acquire the self-confidence and self-discipline to pursue their intellectual curiosities with integrity in both their personal and professional lives
- Obtain the knowledge and skills necessary to access, evaluate, and interpret ideas, images, and information critically in order to communicate effectively, reach conclusions, and solve problems.
- Respect the inter-relatedness of the global human environment, engage with diverse peoples, acknowledge the significance of their daily actions relative to broader issues and events.
- Assume responsibility for their own impact on the earth by living a sustainable and ethical life style.
- Students will demonstrate a level of engagement in the subject matter that enables and motivates the integration of acquired knowledge and skills beyond the classroom.

Supporting Goals

Innovative and Responsive Academic Environment

- Continuously develop curricular programs, learning strategies, and services to meet the evolving needs of students and the community

Supportive Learning Environment

- Provide access to comprehensive student learning resources such as library, tutoring, and technology
- Provide access to comprehensive and innovative student support services such as admissions and records, counseling, assessment, outreach, and financial aid

Stable Fiscal Environment

- Respond to dynamic fiscal conditions through ongoing evaluation and reallocation of existing resources and the development of new resources

Sustainable Physical Environment

- Apply sustainable practices to maintain and enhance the college's facilities and infrastructure including grounds, buildings, and technology

Supportive Collegial Environment

- Employ decision making and communication processes that respect the diverse needs of the entire college community

Approved by DPAC: 3/14/2012

Approved by Board of Trustees: 4/3/2012

Revised 6/2013 (ILO #5 approved by Academic Senate)

Revision approved by DPAC: 3/25/2015, Board of Trustees: 4/7/2015

Approved by Board of Trustees: 4/7/2015



Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE

2017-2018 INSTITUTIONAL OBJECTIVES

<p>OBJECTIVE 1</p> <p>Analyze the current governance structure and charges, specifically DPAC.</p>	<p>Drafting: Teresita Rodriguez Katharine Muller Erica LeBlanc</p> <p>Responsible Area(s) Superintendent/President DPAC</p>				
<p>Map to Institutional Planning Documents</p>					
<input type="checkbox"/> Board of Trustees Core Priorities	<input type="checkbox"/> Program Review Observations	<input type="checkbox"/> Institutional Effectiveness Observations	<input type="checkbox"/> Academic Senate Objectives	<input checked="" type="checkbox"/> Accreditation Recommendations	<input type="checkbox"/> Other (specify)
<p>Map to Institutional Strategic Initiatives and Priorities, Institutional Learning Outcomes Supporting Goals</p>					
<p><u>2017-2022 Strategic Initiatives</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Close Gaps in educational outcomes <input type="checkbox"/> Educational and career opportunities and pathways <input checked="" type="checkbox"/> Long-term and integrated planning linked to resource allocation <input type="checkbox"/> Human Resource plan which supports student success <input type="checkbox"/> Improve facilities and technology infrastructure, integration and staffing <input type="checkbox"/> Ensure long-term fiscal stability 			<p><input type="checkbox"/> <u>Institutional Learning Outcomes Supporting Goals</u></p> <ol style="list-style-type: none"> 1. Innovative and Responsive Academic Environment 2. Supportive Learning Environment 3. Stable Fiscal Environment 4. Stable Physical Environment 5. Supportive Collegial Environment 		
<p>Methods to Accomplish the Objective and Anticipated Outcomes:</p> <ol style="list-style-type: none"> 1. DPAC appoints a subcommittee to review the DPAC charter and organization. 2. Solicit input from College community. 3. Present any recommendations to DPAC. 4. Recommendations forwarded to Superintendent/President 					
<p>Estimated Cost: None</p>			<p>Funding Source: <input type="checkbox"/> Existing <input type="checkbox"/> Potential</p>		



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2017-2018 INSTITUTIONAL OBJECTIVES

<p>OBJECTIVE 2</p> <p>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.</p>	<p>Drafting: Peter Morse</p> <p>Responsible Area(s) Human Resources Academic Affairs Academic Senate</p>				
<p>Map to Institutional Planning Documents</p>					
<input checked="" type="checkbox"/> Board of Trustees Core Priorities	<input type="checkbox"/> Program Review Observations	<input type="checkbox"/> Institutional Effectiveness Observations	<input checked="" type="checkbox"/> Academic Senate Objectives	<input type="checkbox"/> Accreditation Recommendations	<input checked="" type="checkbox"/> Other (specify) Board of Trustees Budget Principles
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<p>Methods to Accomplish the Objective:</p> <ul style="list-style-type: none"> ● Implement the hiring plan developed by the Ad Hoc Full-Time Faculty Task Force and approved by Superintendent/President Jeffery (2016-2017 Institutional Objective #5). ● Enhance outreach and local awareness of opportunities at SMC by institutionalizing an annual SMC departmental open house/hiring information fair in Fall. ● Send personnel to a wider range of local and state hiring fairs. <p>Anticipated Outcomes:</p> <ul style="list-style-type: none"> ● Larger and more diverse applicant pools ● Fewer cancelled hiring processes ● Increased number of full-time faculty ● Increased full-time/part-time faculty ratios ● Increased number of applicants from diverse backgrounds 					
<p>Estimated Cost:</p>			<p>Funding Source: <input checked="" type="checkbox"/> Existing <input type="checkbox"/> Potential</p>		



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2017-2018 INSTITUTIONAL OBJECTIVES

<p>OBJECTIVE 3</p> <p>Develop a District Technology Master Plan.</p>	<p>Drafting: Teresita Rodriguez Elaine Polachek Marc Drescher</p> <p>Responsible Area(s) Information Technology DPAC Technology Subcommittee</p>						
<p>Map to Institutional Planning Documents</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 16.6%; padding: 2px;"><input checked="" type="checkbox"/> Board of Trustees Core Priorities</td> <td style="width: 16.6%; padding: 2px;"><input type="checkbox"/> Program Review Observations</td> <td style="width: 16.6%; padding: 2px;"><input type="checkbox"/> Institutional Effectiveness Observations</td> <td style="width: 16.6%; padding: 2px;"><input type="checkbox"/> Academic Senate Objectives</td> <td style="width: 16.6%; padding: 2px;"><input checked="" type="checkbox"/> Accreditation Recommendations/ QFE</td> <td style="width: 16.6%; padding: 2px;"><input type="checkbox"/> Other (specify)</td> </tr> </table>		<input checked="" type="checkbox"/> Board of Trustees Core Priorities	<input type="checkbox"/> Program Review Observations	<input type="checkbox"/> Institutional Effectiveness Observations	<input type="checkbox"/> Academic Senate Objectives	<input checked="" type="checkbox"/> Accreditation Recommendations/ QFE	<input type="checkbox"/> Other (specify)
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<p>Methods to Accomplish the Objective and Anticipated Outcomes:</p> <p>In collaboration with the Technology Planning Committee, Information Technology Services will draft the 2018-2023 Master Plan for Technology. The plan will provide the district direction for technology planning over the next five years by identifying goals, strategies and intended outcomes. Inputs will include accreditation documentation, other departmental plans, survey data, a review of previous technology plans and district-wide technology assessments from constituent groups. The final draft plan will be reviewed by the Technology Planning Committee before submission to the District Planning & Advisory Council. Annual updates to the plan will be completed and reviewed by the Technology Planning Committee.</p>							
<p>Estimated Cost: In-house</p>	<p>Funding Source: <input checked="" type="checkbox"/> Existing <input type="checkbox"/> Potential</p>						



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<p>OBJECTIVE 4</p> <p>Develop a human resources plan that identifies appropriate staffing guidelines and benchmarks.</p>	<p>Drafting: Katharine Muller</p> <p>Responsible Area(s) Human Resource Academic Senate</p>				
Map to Institutional Planning Documents					
<input checked="" type="checkbox"/> Board of Trustees Core Priorities	<input type="checkbox"/> Program Review Observations	<input type="checkbox"/> Institutional Effectiveness Observations	<input checked="" type="checkbox"/> Academic Senate Objectives	<input type="checkbox"/> Accreditation Recommendations	<input type="checkbox"/> Other (specify)
Map to Institutional Strategic Initiatives and Priorities, Institutional Learning Outcomes Supporting Goals					
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<p>Methods to Accomplish the Objective and Anticipated Outcomes:</p> <ul style="list-style-type: none"> • Review existing industry standard guidelines, determine appropriateness and level of potential adoption. • Develop a position control process. • Align with SMC Total Cost of Ownership plans. 					
Estimated Cost:		Funding Source: <input checked="" type="checkbox"/> Existing <input type="checkbox"/> Potential			



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<p>OBJECTIVE 5</p> <p>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.</p>	<p>Drafting: Chris Bonvenuto</p> <p>Responsible Area(s) Business Services</p>				
<p>Map to Institutional Planning Documents</p>					
<input checked="" type="checkbox"/> Board of Trustees Core Priorities	<input type="checkbox"/> Program Review Observations	<input type="checkbox"/> Institutional Effectiveness Observations	<input type="checkbox"/> Academic Senate Objectives	<input type="checkbox"/> Accreditation Recommendations	<input checked="" type="checkbox"/> Other (specify) Board of Trustees Budget Principles
<p>Map to Institutional Strategic Initiatives and Priorities, Institutional Learning Outcomes Supporting Goals</p>					
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<p>Methods to Accomplish the Objective and Anticipated Outcomes:</p> <p><u>Methods to Accomplish the Objective</u></p> <ul style="list-style-type: none"> • The Budget Committee and DPAC recommends cost saving and revenue generating ideas for the Superintendent President to consider. • Amend the Personnel and Budget Augmentation Request Form (PBAR) to link augmentation requests with the Districts Mission, Vision and Goals and the Colleges Strategic Initiatives and Objectives when applicable. <p><u>Anticipated Outcomes</u></p> <ul style="list-style-type: none"> • By the end of the 2017-2018 fiscal year the District’s multi-year projections should reflect a budget that is consistent with the Board of Trustees Core Priorities and Budget Objectives and Principles of a balanced budget by 2019-2020. 					
<p>Estimated Cost: \$0.00</p>			<p>Funding Source: <input checked="" type="checkbox"/> Existing <input type="checkbox"/> Potential</p>		



Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE

2017-2018 INSTITUTIONAL OBJECTIVES

<p>OBJECTIVE 6</p> <p>Develop clear pathways for completion for all instructional programs.</p>	<p>Drafting: Georgia Lorenz</p> <p>Responsible Area(s) Pathways Task Force Academic Affairs Curriculum Committee Academic Senate MIS</p>				
<p>Map to Institutional Planning Documents</p>					
<input checked="" type="checkbox"/> Board of Trustees Core Priorities	<input type="checkbox"/> Program Review Observations	<input type="checkbox"/> Institutional Effectiveness Observations	<input checked="" type="checkbox"/> Academic Senate Objectives	<input checked="" type="checkbox"/> Accreditation Recommendations/QFE	<input checked="" type="checkbox"/> Other (specify) Quality Focus Essay
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<p>Methods to Accomplish the Objective and Anticipated Outcomes:</p> <ul style="list-style-type: none"> • Form a “Pathways Taskforce” to begin work on developing Guided Academic Pathways across academic programs and transfer tracks. • Develop strategies to frontload career counseling and career information to help students choose a potential academic pathway. • Develop meta-majors to facilitate effective course taking. • Participate in the first year of the American Association for Community Colleges Pathways 2.0 project. • Work with MIS to begin developing specifications for MyEdPlan 2.0 to include pathways. 					
<p>Estimated Cost:</p>			<p>Funding Source: <input checked="" type="checkbox"/> Existing <input type="checkbox"/> Potential Award of Innovation</p>		



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<p>OBJECTIVE 7</p> <p>Develop and implement an enrollment plan that addresses the District's enrollment goals and challenges.</p>	<p>Drafting: Teresita Rodriguez</p> <p>Responsible Area(s)</p>				
<p>Map to Institutional Planning Documents</p>					
<input type="checkbox"/> Board of Trustees Goals and Priorities	<input type="checkbox"/> Program Review Observations	<input type="checkbox"/> Institutional Effectiveness Observations	<input type="checkbox"/> Academic Senate Objectives	<input type="checkbox"/> Accreditation Recommendations	<input type="checkbox"/> Other (specify)
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<p>Methods to Accomplish the Objective and Anticipated Outcomes:</p> <ul style="list-style-type: none"> • The plan should include strategies to maximize enrollment and should include timelines and responsible parties for each activity. <p>Anticipated Outcomes</p> <ul style="list-style-type: none"> • An enrollment plan will be distributed college-wide to provide constituencies with a better understanding of the enrollment goals and challenges and plans to address them. 					
<p>Estimated Cost:</p>		<p>Funding Source: <input checked="" type="checkbox"/> Existing <input type="checkbox"/> Potential</p>			



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<p>OBJECTIVE 8</p> <p>Write and implement the Integrated Plan 2017-19 which includes SSSP (credit and noncredit), Student Equity, Basic Skills Initiative, and the Adult Education Block Grant.</p>	<p>Drafting: Georgia Lorenz</p> <p>Responsible Area(s) Integrated Plan Committee</p>						
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<p>Methods to Accomplish the Objective and Anticipated Outcomes:</p> <p>Write the Integrated Plan 2017-19. Present to the Board of Trustees for approval in December 2017 for submission to the Chancellor's Office by December 15, 2017.</p> <p>Implement activities in support of the following goals:</p> <ol style="list-style-type: none"> 1. The College will embrace student equity as a core value for which all will take responsibility. 2. Decrease the time to completion for degree, certificate, employment outcomes, and transfer, particularly for groups experiencing equity gaps. 3. Increase the persistence, completion, and success in all courses, particularly ESL, math and English sequences, for African-American and Latino/a/x students and other groups experiencing equity gaps. 4. Increase the overall number of degrees and certificates awarded and successful employment outcomes for African-American and Latino/a/x students and other groups experiencing equity gaps. 5. Increase the overall number of students who are transfer prepared and successfully transfer among African-American and Latino/a/x students and other groups experiencing equity gaps. <p>Establish the current status and benchmarks for each goal. Meet monthly to collaborate and leverage activities in order to reach benchmarks.</p>							
<p>Estimated Cost: TBD. Included in plan.</p>	<p>Funding Source: <input checked="" type="checkbox"/> Existing <input type="checkbox"/> Potential SSSP, Student Equity, BSI and AEBG budgets</p>						



Santa Monica Community College District

MASTER PLAN FOR EDUCATION 2017-2018 UPDATE

2017-2018 INSTITUTIONAL OBJECTIVES

OBJECTIVE 9 Collaborate with all gender, equity, and social justice workgroups to establish a centralized resource center and community space for students and staff who are in need of services pertaining to identity, discrimination, inclusion, gender and social justice issues, to open Fall 2018.			Drafting: Nate Donahue Responsible Area(s) Gender Equity Work Group Associated Students Academic Senate Student Services Business Services Facilities		
Map to Institutional Planning Documents					
<input type="checkbox"/> Board of Trustees Goals and Priorities	<input type="checkbox"/> Program Review Observations	<input checked="" type="checkbox"/> Institutional Effectiveness Observations	<input checked="" type="checkbox"/> Academic - Senate Objectives	<input type="checkbox"/> Accreditation Recommendations	<input checked="" type="checkbox"/> Other (specify) Strategic Plan Initiative #1
Map to Institutional Strategic Initiatives and Priorities, Institutional Learning Outcomes Supporting Goals					
2017-2022 Strategic Initiatives <input checked="" type="checkbox"/> Close Gaps in educational outcomes <input checked="" type="checkbox"/> Educational and career opportunities and pathways <input checked="" type="checkbox"/> Long-term and integrated planning linked to resource allocation <input type="checkbox"/> Human Resource plan which supports student success <input checked="" type="checkbox"/> Improve facilities and technology infrastructure, integration and staffing <input type="checkbox"/> Ensure long-term fiscal stability			<input checked="" type="checkbox"/> <u>Institutional Learning Outcomes Supporting Goals</u> 1. Innovative and Responsive Academic Environment 2. Supportive Learning Environment 3. Stable Fiscal Environment 4. Stable Physical Environment 5. Supportive Collegial Environment		
Methods to Accomplish the Objective and Anticipated Outcomes: The Gender Equity Workgroup will work with the Associated Students, CSEA-appointed classified staff, Student Services, Academic Affairs, Facilities, Grants Office, and the Academic Senate to implement a plan to establish the GEN-C and Social Justice Center).					
Estimated Cost:		Funding Source: <input checked="" type="checkbox"/> Existing <input type="checkbox"/> Potential			



Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE

2017-2018 INSTITUTIONAL OBJECTIVES

<p>OBJECTIVE 10</p> <p>Institutionalize a systematic review of all current health and safety plans, policies and procedures and develop a process by which concerns and issues are addressed.</p>	<p>Drafting: Katharine Muller</p> <p>Responsible Area(s) Safety Committee Campus Police Risk Management SMMUSD</p>				
Map to Institutional Planning Documents					
<input type="checkbox"/> Board of Trustees Goals and Priorities	<input checked="" type="checkbox"/> Program Review Observations	<input type="checkbox"/> Institutional Effectiveness Observations	<input type="checkbox"/> Academic Senate Objectives	<input type="checkbox"/> Accreditation Recommendations	<input checked="" type="checkbox"/> Other (specify) Joint Hazard Mitigation Plan
Map to Institutional Strategic Initiatives and Priorities, Institutional Learning Outcomes Supporting Goals					
<p><u>2017-2022 Strategic Initiatives</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Close Gaps in educational outcomes <input type="checkbox"/> Educational and career opportunities and pathways <input type="checkbox"/> Long-term and integrated planning linked to resource allocation <input type="checkbox"/> Human Resource plan which supports student success <input type="checkbox"/> Improve facilities and technology infrastructure, integration and staffing <input type="checkbox"/> Ensure long-term fiscal stability 			<p><input checked="" type="checkbox"/> <u>Institutional Learning Outcomes Supporting Goals</u></p> <ol style="list-style-type: none"> 1. Innovative and Responsive Academic Environment 2. Supportive Learning Environment 3. Stable Fiscal Environment 4. Stable Physical Environment 5. Supportive Collegial Environment 		
<p>Methods to Accomplish the Objective and Anticipated Outcomes:</p> <ol style="list-style-type: none"> 1. Identify responsible party to coordinate this effort. 2. Complete review and update of all existing campus safety procedures. 3. Utilizing the Joint Hazard Mitigation Plan, identify gaps and new issues/concerns to be addressed. 					
<p>Estimated Cost: This could require additional funds for materials, supplies, positions, some of which could be subsumed into current positions and budgets; others potentially could require additional funding.</p>			<p>Funding Source: <input type="checkbox"/> Existing <input checked="" type="checkbox"/> Potential</p>		



Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE
RESPONSES TO 2016-2017 INSTITUTIONAL OBJECTIVES

OBJECTIVE 1			<i>Responsible Area(s)</i>
1. Develop a future capital outlay plan in alignment with the updated Facilities Master Plan.			Facilities Facilities Planning
<input checked="" type="checkbox"/> Completed	<input type="checkbox"/> Substantially Completed	<input type="checkbox"/> Addressed	<input type="checkbox"/> Not Addressed <i>(include reason if checked)</i>
RESPONSE			
<ol style="list-style-type: none"> 1. We are continuing the process of updating the Facilities Master Plan. 2. Since this objective was approved, we have successfully passed Santa Monica-Malibu Measure V and the state has passed Proposition 51. 3. We have begun the process to analyze the remaining funding and potential future funding. <ol style="list-style-type: none"> a. Bond funds remaining from Measure U, S, and AA. b. Cost increases and additional projects and scope from projects started under Measure U, S, and AA that may need additional funds from Measure V. c. Developing cost estimates for new projects under Measure V d. State funding for Math/Science included in Governor’s budget so that project will proceed and design work will start fall 2017. 			

Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE
RESPONSES TO 2016-2017 INSTITUTIONAL OBJECTIVES

OBJECTIVE 2			<i>Responsible Area(s)</i>
Develop a plan to efficiently and effectively provide for the cooling needs of district facilities for the next five years, including a specific implementation timeline for Summer 2017.			Facilities Facilities Planning
<input checked="" type="checkbox"/> Completed	<input type="checkbox"/> Substantially Completed	<input type="checkbox"/> Addressed	<input type="checkbox"/> Not Addressed <i>(include reason if checked)</i>
RESPONSE			
<ol style="list-style-type: none"> 1. Bid awarded for temporary air conditioning for summer 2017 to be installed in June. 2. Design underway on Science West Wing and PAC Main Building (Madison), since they will be unaffected by any new projects. 3. Design work for the Gymnasium Building and Bookstore to be recommended to the Board at the July meeting. 3. Now that Math/Science will be funded by the state, Liberal Arts, Letters & Science and Counseling will be demolished in approximately two years so we will continue temporary measures for those buildings. 			

Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE
RESPONSES TO 2016-2017 INSTITUTIONAL OBJECTIVES

OBJECTIVE 3			<i>Responsible Area(s)</i>
Develop a plan to establish a gender equity center to serve all students interested in or having a need for services regarding issues of gender, sexuality, identity and inclusion.			Gender Equity Center Workgroup Academic Senate Student Services Institutional Research
<input checked="" type="checkbox"/> Completed	<input type="checkbox"/> Substantially Completed	<input type="checkbox"/> Addressed	<input type="checkbox"/> Not Addressed <i>(include reason if checked)</i>
<p>During the 2016-17 academic year, a Gender Equity Work Group was formed that met biweekly and accomplished the following:</p> <ul style="list-style-type: none"> • Participated in two joint “Gender Equity/Social Justice” meetings to discuss intersectional student needs and the creation of a joint gender equity and social justice center. • Partnered with IR to conduct student focus groups designed to gather data regarding students’ experiences with issues regarding gender and sexuality at SMC. The focus groups also informed the Work Group of students’ preferences in regards to the physical organization of a center, the name, desired resources, suggested staffing, and programming. • Sponsored a spring 2017 flex day workshop in which 32 faculty and staff participated in a discussion centered around their own experiences and opinions regarding students’ needs related to gender and sexuality. • Decided on the name, GEN-C (Gender Equity Network – Center). • Explored private foundation grant funding opportunities for the joint gender equity/social justice center with the help and support of the Grants Office. • Held meetings with members of the facilities staff to consider possible locations and design options. • Partnered with AS, the Title IX Office, and the GSA to promote gender-related programming such as Denim Day and Gay Pride Week. • Developed a draft website and a Foundation donation page to be launched fall 2017. • Will develop a comprehensive written plan to be submitted to DPAC in fall 2017. 			

Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE
RESPONSES TO 2016-2017 INSTITUTIONAL OBJECTIVES

OBJECTIVE 4			<i>Responsible Area(s)</i>
Convert class scheduling process from a physical to an electronic format.			Scheduling Workgroup Academic affairs MIS
<input checked="" type="checkbox"/> Completed	<input type="checkbox"/> Substantially Completed	<input type="checkbox"/> Addressed	<input type="checkbox"/> Not Addressed <i>(include reason if checked)</i>
RESPONSE			
Dean Jennifer Merlic and a subcommittee of department chairs reviewed specifications and created a “wish list” of capabilities for a tool to do course scheduling electronically. Several interviews and site visits with colleges currently using such tools for their own scheduling needs were conducted. EMS, a tool that SMC already uses for Events facility scheduling, emerged as the leading solution particularly because SMC’s facility information is already integrated. EMS has now been adopted by SMC. A team including Academic Affairs, department chairs, and MIS are in communication with EMS to launch the tool to use in creating the Spring 2018 schedule.			

Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE
RESPONSES TO 2016-2017 INSTITUTIONAL OBJECTIVES

OBJECTIVE 5	<i>Responsible Area(s)</i>		
Revisit the plan developed by the Ad Hoc Full-Time Faculty Task Force to adjust benchmarks as needed with the goal of implementing a long-term plan to increase the percentage and net number of full-time faculty.	Academic Affairs Academic Senate Finance/Budget Committee Human Resources Primary Contacts: Georgia Lorenz, Fran Chandler		

<input checked="" type="checkbox"/> Completed	<input type="checkbox"/> Substantially Completed	<input type="checkbox"/> Addressed	<input type="checkbox"/> Not Addressed <i>(include reason if checked)</i>
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RESPONSE

The 75/25 Ad Hoc Full-time Faculty Task Force completed its report and presented it to DPAC. The report was forwarded to the Superintendent/President, and she provided a written response.

Following is DPAC’s recommendation and Dr. Jeffery’s response:

DPAC Meeting May 10, 2017	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. Ayes: 6 (Academic Senate, Associated Students, CSEA, Faculty Association) Noes: 2 (Administration, Management Association)	XX Approve Consider Modify Not Approved
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Superintendent’s Response

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.

Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE
RESPONSES TO 2016-2017 INSTITUTIONAL OBJECTIVES

OBJECTIVE 6			<i>Responsible Area(s)</i>
Identify strategies to increase student enrollment including an implementation timeline for each.			Enrollment Development Outreach and Marketing Academic Senate Associated Students
<input checked="" type="checkbox"/> Completed	<input type="checkbox"/> Substantially Completed	<input type="checkbox"/> Addressed	<input type="checkbox"/> Not Addressed <i>(include reason if checked)</i>
RESPONSE			
<p>Enrollment strategies is worked on throughout the year. Thus far, there has been significant work made to remove enrollment barriers (a summary is attached) and several more strategies to remove barriers and stimulate additional enrollments are in the planning stages. Specifically, the following items are being piloted or are in development:</p> <ul style="list-style-type: none"> • The SMC/Westside College Promise – which will establish a 15 unit per term, two year pathway to transfer • Increased dual enrollment to improve the number of students that are college ready once they matriculate • A Saturday Academy for concurrent enrollment students outside of the district • Enhancements to the community outreach plan • Class scheduling software that will facilitate responsiveness to course offerings • A student success ambassador program that will provide student mentors to new students and improve hands on communication with students designed to increase enrollment yield and reduce attrition • Additional on-campus programs (eg. Super Saturdays) • Extended evening/Saturday hours for core student services during peak times 			

Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE
RESPONSES TO 2016-2017 INSTITUTIONAL OBJECTIVES

OBJECTIVE 7			<i>Responsible Area(s)</i>
Identify ways to infuse financial literacy throughout the curriculum with the intent to improve student success.			Center for Teaching Excellence Business Department Academic Affairs Department Chairs or designees Financial Aid
<input checked="" type="checkbox"/> Completed	<input type="checkbox"/> Substantially Completed	<input type="checkbox"/> Addressed	<input type="checkbox"/> Not Addressed <i>(include reason if checked)</i>
RESPONSE			
<p>The Business department has engaged in discussions on possible ways to promote financial literacy and identified the following:</p> <ol style="list-style-type: none"> 1. Continue offering personal finance workshops each semester 2. Explore the option of a Summer Jam workshop. 3. Consider adding the 1 unit or 3 unit personal finance course as a requirement for all Business and Accounting certificates. 4. Investigate non-credit options for adult education populations, including Emeritus. 5. Expand dual enrollment where available with feeder high schools. 6. Explore possibility to serve as an alternative to the Global Citizenship AA/AS requirement. 			

Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE
RESPONSES TO 2016-2017 INSTITUTIONAL OBJECTIVES

OBJECTIVE 8			<i>Responsible Area(s)</i>
Establish consistent baseline funding for technology infrastructure including staff and begin establishing benchmarks and best practices to evaluate maintenance and support across all College technology operations.			Information Technology Fiscal Services DPAC Budget Subcommittee
<input checked="" type="checkbox"/> Completed	<input type="checkbox"/> Substantially Completed	<input type="checkbox"/> Addressed	<input type="checkbox"/> Not Addressed <i>(include reason if checked)</i>
RESPONSE			
IT staff have been working on gathering data related to software needs to ensure budget is tied to maintain and upgrade, when necessary, the software required on an annual basis. Additionally, average maintenance costs year over year are being analyzed to establish budgets that can support those needs. The infrastructure piece is proving to be more challenging given the complexity of our systems, the multiple sites maintained and the addition of new facilities, but the goal is to establish a general framework for these as well. Finally, we are looking at best practices for IT staffing and support to benchmark against and working with fiscal services to establish a long term funding plan.			

Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE
RESPONSES TO 2016-2017 INSTITUTIONAL OBJECTIVES

OBJECTIVE 9			<i>Responsible Area(s)</i>
Develop a strategic plan for Learning Resources to provide comprehensive, integrated, and sustained instructional support to students.			Academic Affairs Learning Resources Academic Senate Student Instructional Support Committee
<input checked="" type="checkbox"/> Completed	<input type="checkbox"/> Substantially Completed	<input type="checkbox"/> Addressed	<input type="checkbox"/> Not Addressed <i>(include reason if checked)</i>
RESPONSE			
<p>Learning Resources, in collaboration with the Student Instructional Support Committee of the Academic Senate adopted a list of strategic priorities which included the following:</p> <ul style="list-style-type: none"> • Implementation of tutoring activity tracking system which includes on line reservation system for student appointments. Trained staff and raised awareness among faculty associated with LRC's. • Training on and implementation of tutoring activity tracking system for other departments including Black Collegians, Adelante, STEM, Nursing, NCr ESL. • Implementation of systematic assessment tools • Articulation of new SLOs and UOs to reflect activity, measure efficiency, productivity, and student/faculty satisfaction • Creation of a tutoring manual to serve as common training as well as reference for consistent and intentional activities in all the centers • Implementation of common tutor training across all disciplines <p>Opening of the new interdisciplinary Learning Resources Center in the Library to expand opportunity for tutoring, faculty workshops, part time office hours, and other learning opportunities, particularly during times when the other LRC's are closed.</p>			

Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE
RESPONSES TO 2016-2017 INSTITUTIONAL OBJECTIVES

OBJECTIVE 10			<i>Responsible Area(s)</i>
<p>Convene College stakeholders to develop a data-driven work plan in support of the Strong Workforce Program to improve Career Technical Education outcomes.</p>			<p>Academic Affairs Workforce and Economic Development Career Technical Education committee Career Technical Education Department Chairs or designees Institutional Research</p>
<input checked="" type="checkbox"/> Completed	<input type="checkbox"/> Substantially Completed	<input type="checkbox"/> Addressed	<input type="checkbox"/> Not Addressed <i>(include reason if checked)</i>
RESPONSE			
<p>The CTE Committee and the Office of Workforce and Economic Development have developed the “local” plan for SMC which is focused on developing infrastructure and a strong foundation for further development of our CTE programs. The plan can be viewed at: http://doingwhatmatters.cccco.edu/StrongWorkforce/LocalShareReports.aspx.</p> <p>In addition, the Dean for Workforce and Economic Development, the CTE Committee Chair, various CTE faculty, and President Jeffery have represented SMC at the regional level. The regional plan, which includes SMC’s role, can be viewed at: http://www.laocrc.org/media/page/64/SWP%20LA%20Regional%20Plan%20v12%20FINAL.pdf</p> <p>Members of the CTE committee and additional CTE faculty and administrators engaged in “data coaching” sessions for ongoing professional development in using data effectively for decision-making, program improvement, and program development.</p>			

Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE
RESPONSES TO 2016-2017 INSTITUTIONAL OBJECTIVES

OBJECTIVE 11			<i>Responsible Area(s)</i>
<p>Prepare a report describing the practices and outcomes associated with the GRIT strategic initiative designed to support academic success through the development of non-cognitive skills and integration into the work and mission of the institution. Develop a “toolbox” of proven GRIT strategies for faculty and staff working with students to promote academic success.</p>			<p>GRIT Committee</p> <ul style="list-style-type: none"> • Academic Affairs • Institutional Research • Center for Teaching Excellence • Applied Learning Center • Counseling • Community and Academic Relations
<input checked="" type="checkbox"/> Completed	<input type="checkbox"/> Substantially Completed	<input type="checkbox"/> Addressed	<input type="checkbox"/> Not Addressed <i>(include reason if checked)</i>
RESPONSE			
<p>The report has been completed and distributed. (attached)</p> <p>The 2017 GRIT Initiative report describes the practices and activities associated with the Initiative during its five years. Throughout, the report indicates the intentions, experiences, and future recommendations for many of the described practices and activities. Additionally, the report highlights those practices that have been integrated into the work of the college and could become part of a toolbox the college uses to encourage students’ growth mindset, motivate students’ authentic engagement with their education, and support student equity.</p> <p>The following are sections of the report. These sections detail the implementation of associated practices and, where appropriate, recommendations for how such practices may be sustained:</p> <ul style="list-style-type: none"> • Institutional Learning Outcome #5 • Applied Learning • SuccessNavigator • Professional Development • Min-Grants • Coaching • Student Campaigns • GRIT Club 			

Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE
RESPONSES TO 2016-2017 INSTITUTIONAL OBJECTIVES

OBJECTIVE 12			<i>Responsible Area(s)</i>
Explore options for collecting more accurate data on alternative methods of transportation utilized by SMC staff and students to inform additional strategies to increase sustainability options.			Sustainability Department Environmental Affairs Committee Transportation Task Force
<input checked="" type="checkbox"/> Completed	<input type="checkbox"/> Substantially Completed	<input type="checkbox"/> Addressed	<input type="checkbox"/> Not Addressed <i>(include reason if checked)</i>
RESPONSE			
<ul style="list-style-type: none"> - Track usage from Breeze, Zipcar, WaiveCar, BBB, Metro TAP, UberPOOL, and users of Corsaircommute - Conduct audits of cyclists at each bike rack on main campus. - Add to annual staff survey questions: “if you drive alone, what would convince you to make a change?” - Update AQMD survey to make survey easier for adjuncts and to collect more accurate responses. <p>Accomplishments for 2016-2017:</p> <ul style="list-style-type: none"> • Increased Average Vehicle Ridership (AVR) rates for both students and employees. - Employee AVR increased from 1.51 to 1.58 and student AVR from 2.47 to 2.64. • Students and employees will be familiar with the new transportation options. - All modes of alternative transportation are being utilized more often. This includes Breeze bike and Zipcar memberships, BBB and Expo ridership, and the utilization of www.corsaircommute.com. • 88 new employees signed up for Corsaircommute.com in the past year. This is an increase of 24%. During the same period 180 students signed up. However, this is the first year we have actively promoted the website to students to use so there was not baseline. • SMC continued to build on the new Transportation Campaign which helped increase this year’s employee Average Vehicle Ridership (AVR) from 1.51 to 1.58 and student AVR from 2.47 to 2.64. Additional elements of the campaign included new signs and more TV bulletins in the cafeteria and Cayton Center, Target X messages to students and emails to employees. • Any Line, Any Time. Student use of alternative transportation modes are at an all-time high of 69% (up from 62%) last year. 49% of SMC students now regularly use the bus to get to campus (up from 45%). • Within weeks of opening the Expo Line the Big Blue Bus estimates that over 1,000 students and employees were using the new train to get to campus. • A 10-week pilot program ran from October – December 2016 by Auxiliary Services to study how 70 students use the Metro and Big Blue Bus systems and to test a TAP enabled sticker which may be used to transition SMC ID cards to TAP functionality. • Breeze Bike Share use doubled from 110 members to 222 when a new student discount was promoted. • There are now 102 Zipcar members from SMC. The loading zones at Pico and 19th received new signage to identify the proper location. Throughout campus there were new signs placed to let users know where the proper pick up and drop zone was located. • Two Flex Day workshops were arranged for faculty and classified staff in the spring. The purpose was to introduce employees to the Breeze Bike share system, the Metro rail system, and all the transportation options available to employees. • Personalized transportation plans were offered to all new employees and a presentation 			

was made at the orientation for new CSEA employees.

- For the fourth year in a row, SMC met its **AQMD target** of 1.5 average vehicle ridership (AVR) resulting in a reduced carbon footprint and a savings of almost \$17,500 on the annual filing fee. According to the Student
- Transportation Survey, a record number of students (69.9 percent) used alternative modes of transportation to get to campus.

Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE
RESPONSES TO 2016-2017 INSTITUTIONAL OBJECTIVES

OBJECTIVE 13			<i>Responsible Area(s)</i>
Develop a strategic plan for 2016-2021.			Superintendent/President DPAC
<input checked="" type="checkbox"/> Completed	<input type="checkbox"/> Substantially Completed	<input type="checkbox"/> Addressed	<input type="checkbox"/> Not Addressed <i>(include reason if checked)</i>
RESPONSE			
<p>DPAC appointed a Strategic Planning Task Force (SPTF) comprised of representatives from each constituent group. An RFP was issued to solicit proposals for a consultant to facilitate the strategic planning process: The Collaborative Brain Trust (CBT) was the unanimous recommendation of the SPTF proposal review workgroup. The scope of the process included a review of the College Mission, identification of strategic initiatives for the next 5 years as well as a review of SMC's student success and equity programs and planning, internal planning processes, and the institution's organizational structure. Workgroups appointed by the constituent groups and facilitated by the CBT team reviewed data and other information relative to each area. The reviews and feedback from all of the phases informed recommendations from the CBT team to the College Superintendent/President. Workgroup output was included in the information used by the SPTF to develop the strategic initiatives.</p> <p>In December 2016 the CBT team visited the campus and interviewed different groups, functions, and individuals as part of the discovery phase of the strategic planning process. The collaboration phase culminated in March 2016 when a survey was sent to all SMC constituent groups and the CBT team was on campus for three days. During the CBT visit the team met with the SPTF and the workgroups, conducted "listening" sessions with a broad representation of both internal and external groups, including community leaders and elected officials in the Cities of Santa Monica and Malibu, and conducted open forums and drop in sessions to which all college constituents were invited. The collaboration phase wrapped up with a Flex Day presentation on the strategic planning process.</p> <p>The planning phase occurred from late March to mid-May including final work group meetings and an all-day SPTF meeting during which the draft strategic initiatives for the next 5 years were crafted. The draft strategic initiatives were shared with the college community, including the board of trustees in a special study session, and feedback solicited. In May the SPTF reviewed all feedback to the draft initiatives and finalized them.</p> <p>Concurrently the SPTF reviewed and revised the institutional mission to address the recommendations from the accreditation visit. Both the strategic initiatives and the revised mission statement were approved by DPAC in June. The CBT team will submit a report and recommendations to the Superintendent/President by the end of June. Over the summer DPAC will meet to finalize the annual Master Plan for Education objectives for 2017-18 and will incorporate the objectives identified in the strategic initiatives.</p> <p>"Strategic Planning Briefing" newsletters were distributed at key points in the process and information posted on the Strategic Planning website: www.smc.edu/ACG/DistrictPlanningPolicies/Pages/Strategic-Planning_Task-Force.aspx.</p>			

Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE
RESPONSES TO 2016-2017 INSTITUTIONAL OBJECTIVES

OBJECTIVE 14			<i>Responsible Area(s)</i>
Identify tools and methods that will integrate Student Equity activities and similar student success projects across campus in order to maximize the impact on students.			Student Equity Committee <ul style="list-style-type: none"> • Leaders of relevant special programs and grants • Academic Affairs • Student Affairs • Enrollment Development • SSSP leadership
<input checked="" type="checkbox"/> Completed	<input type="checkbox"/> Substantially Completed	<input type="checkbox"/> Addressed	<input type="checkbox"/> Not Addressed <i>(include reason if checked)</i>
RESPONSE			
<p>This objective was integrated into the Strategic Planning efforts in the “Student Equity and Success” subcommittee. The subcommittee met several times during the strategic planning period and created a matrix of student success and equity goals, objectives, and activities based primarily upon the SSSP, Student Equity, and BSI efforts at SMC. The report produced by CBT and the matrix will serve as the foundation for the Integrated Plan 2017-19 due to the Chancellor’s Office December 15, 2017. In addition, addressing inequities in educational outcomes for African American, Latino/a/x and other impacted groups at SMC has been adopted as a strategic initiative for the next five years.</p>			

Santa Monica Community College District
MASTER PLAN FOR EDUCATION 2017-2018 UPDATE
RESPONSES TO 2016-2017 INSTITUTIONAL OBJECTIVES

OBJECTIVE 15			<i>Responsible Area(s)</i>
Conduct a survey of the campus community related to health, safety and environmental issues and develop a plan to address identified concerns.			DPAC- College Services (Primary) <ul style="list-style-type: none"> • Facilities • Grounds • Institutional Research • Student Affairs • Sustainably • Risk Management
<input type="checkbox"/> Completed	<input type="checkbox"/> Substantially Completed	<input checked="" type="checkbox"/> Addressed	<input type="checkbox"/> Not Addressed <i>(include reason if checked)</i>
RESPONSE			
<p>The DPAC College Services Committee met throughout the Spring 2017 semester with the Office of Institutional Research to develop a comprehensive survey for college employees that addresses safety and emergency preparedness on campus.</p> <p>Since there were numerous surveys being conducted in the Spring 2017, It was recommended that the survey be developed in the Spring and launched in Fall 2017.</p> <p>The survey is complete and is ready to be distributed.</p> <p>The survey will focus on the following areas:</p> <ul style="list-style-type: none"> - Campus Health, Emergency, and Safety. Related to the following areas: - Facilities (Lighting, safety, & trip hazards) - Buildings - Risk Management - Classroom Facilities (Learning environment) - New Construction - Transportation Locations (Lighting, sign placement, crosswalks, bus and shuttle stops) - Emergency Preparedness Training 			

Program Review Committee Report 2017

Introduction

Program Review is the process through which Santa Monica College ensures that every program, department, administrative and support unit engages in ongoing self-evaluation thereby directly supporting the College Mission as a measure of institutional effectiveness through the lens of each program. The review process is structured with specific prompts to which programs must respond, including demonstrating how program goals and functions support and align with the institutional mission.

Programs must analyze data (provided by Institutional Research or other sources) to support assertions of program effectiveness and identify areas of improvement. Institutional Research provides a common dataset to instructional programs, works with student and instructional support programs to collect and analyze effectiveness data, and assists administrative programs to report on outcomes assessments and describe any program response to the results.

The program review process and the documentation it provides is a major resource for institutional planning, decision-making, and resource allocation. Through identification of overarching trends and needs noted in the annual Program Review Planning Summary of all programs, the process contributes to framing institutional discussion around institutional effectiveness and goal setting for student learning and achievement.

The Program Review Annual Planning Summary, unlike more targeted reports such as the Technology or Facilities plans generated by other institutional planning bodies, presents an institutional overview identifying overarching trends and needs, contributing to an integrated planning process. To provide the most current information, the report covers a *calendar year* rather than an academic year. Thus, this report includes six reviews submitted during Spring and Fall of 2016.

Committee Membership

Chair: Vicki Drake, Faculty, Earth Science

Vice Chair: Erica LeBlanc, Administrator, Academic Affairs

Faculty:

Nathaniel Donahue, Art (Spring 2016)*
Carol Womack, Library (Fall 2016)*
Sandra Burnett, DSPS (Spring 2016)*
Sandra Rowe, Student Psych Services (Fall 2016)*
Sharon Jaffe, ESL
Stephanie Amerian, History (Fall 2016)**
Christopher Badger, Art (Fall 2016) **
Lesley Kawaguchi, History (Spring 2017) *
Jo Hao, Design Technology (Spring 2017) **
Vanessa Van Wormer, Dance (Fall 2016) **

*Last semester on committee

**First semester on committee

Administrators

Katharine Muller, Academic Affairs

Laurie McQuay-Peninger, Grants

Resources

Christopher Gibson, Staff, Institutional Research

Guido del Piccolo, Faculty, Philosophy and Social Science

Programs Reviewed and Reports Accepted Spring 2016 and Fall 2016.

The following programs submitted a full six-year program review report Spring 2016 or Fall 2016 and all were accepted by the committee by a unanimous vote. The Executive Summaries for each report are included in this report.

Spring 2016

- Education/ECE
- Math
- Emeritus College
- Modern Languages and Cultures
- Psychology

Fall 2016

- Institutional Research
- Resource Development (Foundation and Grants)
- Workforce and Economic Development (Contract Education, Workforce Development, Economic Development and CTE) and Community Education
- Career Services
- Business Services (Purchasing, Accounting, Accounts Payable and Payroll)

2016 Recommendations for Institutional Support for Specific Programs

The following Recommendations for Institutional Support for Specific Programs were generated, discussed, and accepted by the Program Review Committee by a unanimous vote.

- **Education/ECE:**
 - Provide sufficient support to the department to ensure the child care center/lab school becomes the model envisioned by the collaborative entities involved in funding and developing this project (City, College, RAND).
- **Math:**
 - Address classroom overcrowding.
 - Explore the use of text messages from faculty to students to announce workshops and other special events and the feasibility of giving faculty the ability to contact all students using text blasts.
 - Track arranged hours.
 - Expand SMC's tutoring programs to address long wait times and provide training for Instructional Assistants.
 - Investigate the options for expanding the hours that DSPS test proctoring is available, especially during peak hours.

- **Modern Language**
 - Include Modern Language lab licenses in the overall list of software that is automatically renewed by the district.
 - Ensure that the total cost of ownership cycle for instructional computers and related equipment includes the Modern Language Lab.
- **Emeritus**
 - Include Emeritus College in the programming of the Malibu facility.
 - If included in the Malibu center, ensure that the staffing of Emeritus College is sufficient to support this expansion.
- **Institutional Research**
 - Support the campus-wide implementation of Tableau.
 - Develop a policy for human participants in the IRB.
- **Psychology**
 - Formalize and manage an Institutional Review Board for human participants
- **Resource Development: Grants**
 - Harness the collaborative power of the Resource Development Committee to develop priorities and strategic goals for determining which grant and other external funding resources to pursue.
 - Establish a Project Manager to provide support to PIs on grants
 - Provide administrative assistance (i.e., webpage update)
 - Provide a compliance auditor (through Fiscal Services)
- **Career Services**
 - Examine data regarding students' declaration of majors to determine effective strategies to track majors.
 - Plan how various student services will integrate the delivery of student services when they move to the new Student Services building.

Observations of the Committee Based on Overarching Trends/Needs

The following Observations of Committee based on Overarching Trends and Needs were generated, discussed, and accepted by the Program Review Committee by a unanimous vote.

Each year, issues of concern to more than one program emerge through reports submitted (six year and annual) and committee discussion. Issues that appear to have a broader or more overarching impact for planning purposes are included in the overarching trends. Many issues identified in previous Program Review Planning Summary reports have been addressed through incorporation into *Master Plan for Education* objectives or referred to planning bodies or administrative/operational personnel. Needs identified in the annual reports are shared with appropriate committees and bodies engaged in institutional planning to provide another source of information. Observations are grouped together under broad headings; those with an asterisk have been listed in a previous Program Review Summary report and continue to be raised by programs, indicating a perception that a pressing issue or concern has not been addressed or strategies to ameliorate the issue have not been fully implemented.

Outcomes, Assessment, Evaluation

This year, the Program Review reports submitted (both annual and six year) more consistently documented the assessment of student learning outcomes or unit outcomes (as appropriate). However, the committee continues to note that not all instructional programs have clearly aligned SLO assessments of core courses with the PLOs for the related degrees and certificates and not all administrative programs have documented the way they assess their unit outcomes.

This disconnect points to a need for further training and support in articulating clear assessment paths between SLOs and PLOs and the need for all administrative units to develop meaningful unit outcomes and assess them regularly, and use those results to make decisions and identify areas of improvement.

The Office of Institutional Research produces regular reports and standardized data sets for programs undergoing comprehensive (six-year) program review. Overall, the committee notes that programs are demonstrating stronger use of data and outcomes assessment to inform planning and program evaluation. The Office of Institutional Research recently implemented a new software tool, Tableau, which will enable programs to develop their own queries and access data about their courses and programs directly. With training, it is hoped that programs will use Tableau to provide further insights into potential areas of improvement.

1. *Ensure core course SLOs align with the related PLOs.
2. *Ensure that all non-academic programs have Unit Outcomes that are assessed and measured on an annual basis. Ensure also that assessment results are evaluated and analyzed to inform decision making.

Infrastructure (Safety, Technology, Facilities)

The College continues to enjoy the results of several bond measures which have resulted in several new facilities coming on line including the East Wing at the Performing Arts Campus and the Core Performance Center. Other, ongoing projects have seen accelerated progress this year and will soon provide additional facilities to house existing and new programs. However, these new facilities continue to strain the college's support units (e.g., Operations and Maintenance, Grounds, Campus Police).

Many programs identified facilities issues in their annual program review report ranging from small items that should be handled through the work order process to projects of a much larger scope. However, staffing and budget issues continue to hamper the ability of current Operations and Maintenance staff to address the many needs of existing and new facilities. Further, the near term opening of the Center for Media and Design (CMD) will further stress the capacity of these units to respond to requests.

Two operational areas that are perennially understaffed, often due to the difficulty in securing and retaining qualified staff, are Technological Support and Physical Operations. In both areas, the College's Fiscal Services Department is developing a "Total Cost of Ownership" plan to document the fiscal resources necessary to support infrastructural needs, but these plans are still in work and do not yet include staffing. The College is working to integrate staffing into both plans using recognized metrics for assessing adequate levels of support.

When completed, the Total Cost of Ownership plan will help the College plan for the "true cost" of building, maintaining, and upgrading the College's physical infrastructure by including current and future staffing, such as operations and grounds personnel. This plan recognizes that while the cost of capital construction represents a large cost in a short period of time, the costs to maintain and operate a facility will continue annually for at least 50 years.

For the past several years, the college has enjoyed funding from the state for physical plant and instructional equipment replacement. However, should the state experience an economic downturn (and several indicators seem to indicate that the state should expect this to happen in the near term), those funds will probably be eliminated as they have in the past. A contingency plan for the replacement of essential operational and instructional equipment needs to be identified.

3. *Expand Total Cost of Ownership plans to cover a broader spectrum of funding for technology, infrastructure, equipment, and the staff needed to maintain and support them.
4. *Develop a baseline maintenance and replacement total cost of ownership cycle for buildings and furnishings.
5. *Develop and budget for a comprehensive total cost of ownership plan to ensure a more stable and consistent baseline of funding is identified for ongoing replacement and maintenance of technology, equipment, infrastructure, and facilities.

Enrollment

The College is experiencing a sharp decline in its enrollment levels which is further exacerbating the College's ongoing fiscal crisis. Instructional and Student Support programs have identified significant changes, including declines, in their respective student populations. There are a variety of factors contributing to these declines, but the College needs to develop and implement strategies to stabilize, where possible, current student populations and look at new areas that might attract new student populations. Identify new populations for outreach...

6. *Engage in more targeted outreach to existing (high school, middle school) and new populations to promote SMC as a viable and respected higher education option.

Equity, Student Success, and Student Support

Student Equity and improving the success and retention rates of African-American and Hispanic students is an institutional concern that is also expressed by many programs during the program review process. While not all strategies have proven to have a significant impact there is clearly a desire for support and campus-wide dialogue. Through increased state funding for 2015-16 designated specifically for student success and equity efforts the College funded a number of proposals ranging from those allowing specific programs to connect directly with students in various ways to building systems and infrastructure capacity aimed at the broader student population. Evaluation is built into each proposal with the intent to scale those strategies and programs that prove most effective. No data is available yet on the outcomes of the different piloted strategies but there is a broadly expressed desire for access to the results.

7. *Develop a process for determining priorities for maintaining the most successful support efforts should state funding decrease or end.

Additional Observations of Overarching Trends identified in the Annual Reports

Several themes emerged from the Annual Reports that repeat the overarching issues identified in past Program Review Summary reports. These are summarized in a table that follows the executive summary reports for the programs undergoing a comprehensive six-year review. These "themes" include:

- **Staffing (faculty and classified):** Many programs are experiencing an increase in the retirement of long term faculty and staff. Program Review reports continue to be one of the methods that instructional and student support units are able to document their respective needs for faculty (and these excerpts serve as part of the departments' proposals used during the full-time faculty ranking committee's efforts to prioritize recommendations for new faculty positions to the college president).
- **Facilities:** Many programs voiced a desire for additional space to accommodate increased services and/or staffing. Space is a resource that is in high demand. Currently there is very little unused or underused space at the College and while every program is valuable and the desire for expansion understandable, not all expressed needs can be fulfilled. Programs also expressed the need for custodial support throughout the day to clean active instructional spaces such as the Dance studios, Fitness Center, and spaces where other energetic activities occur. If not cleaned throughout long days of constant use these spaces become a breeding ground for easily transmitted bacteria growth and contamination. Instructors, with the limited help of student assistants, do their best but with the recent opening of the CPC and PAC East Wing, and the imminent opening of the CMD, a more consistent plan for providing consistent custodial services needs to be developed.
- **Technology** (refreshing existing technology and/or expanding infrastructure): The Technology Refresh plan has addressed many of the needs expressed in past program review cycles, but several programs mentioned the need for expanded IT infrastructure including the acquisition of specific software tools or systems; the updating of web pages, especially as it pertains to accessibility standards and communicating with students; and the need for appointment/usage tracking software. This final item was mentioned by several programs and could improve the efficient use of facilities (e.g., appointment/check out systems are needed in programs such as Film, Broadcasting, Design Tech, Art, Photography, and Music, where studios or other student-use facilities are involved; Student use tracking is required in several instructional and student service programs (tutoring centers and various student services programs), where student usage needs to be tracked, either for regulatory compliance or to refine and improve the respective programs).
- **Strategies for outreach to or communication with students:** As the College continues to address the decline of student enrollment, several programs mentioned the need for a system (text, broadcast emails, etc.) to reach out to students and potential students.
- **Safety and Security** issues include the need for additional Campus Safety personnel and systems, especially as satellite facilities are opened, some which require nearly 24/7 support. Another safety issue that continues to be raised is the critical need to assign someone with training in chemistry and chemical safety as the college Chemical Hygiene Officer. There is no identified point person to serve as the on-site point person when incidents occur in the laboratories, and create and implement Standard Operating Procedures for special chemical hazards. In addition to the inherent concerns for safety and the management of risk, ensuring compliance with OSHA requirements is ever present. The need for someone on-site in the Science building to serve in the role of Chemical Hygiene Officer has been identified as a top priority by both the Life and Physical Sciences departments.

- **Training and Professional Development needs** for existing staff and faculty was mentioned by several programs that need to respond to changing laws and regulations and by those instructional disciplines where industry standard tools (whether software, hardware or equipment) are continually changing or undergoing upgrades. This is where the Center for Teaching Excellence could play a part, by canvassing the needs of these programs and designing faculty and staff training. Another area of professional development training that has been mentioned in past program reviews is for operational support personnel who are dealing with new technology associated with state-of-the-art facilities, such as the Center for Media and Design.

Following is the link to the complete report:

http://www.smc.edu/ACG/DistrictPlanningPolicies/Documents/District_Planning_and_Advisory_Council/2017-2018/Program%20Review%20Summary%20Report.pdf

Significant Data Trends, Observations, and Recommendations of the Institutional Effectiveness Committee 2016-2017

Institutional Effectiveness (IE) is the systematic and continuous process of measuring the extent to which a college achieves its mission, as expressed through the goals and strategic objectives developed in an educational master plan. The Academic Senate Joint Institutional Effectiveness Committee (IE Committee) provides input into the IE process, engages in activities to support the College's assessment of IE each year, and reports to DPAC the areas of the college needing attention based on the College's performance on the IE metrics. This report provides a summary of the activities of the IE Committee during the current academic year as well as significant data trends and observations based on SMC's performance on the IE dashboards to inform the development of the 2017-2018 Master Plan for Education annual objectives.

Review and Revision of the Scope of the Committee

The IE Committee reviewed and modified the committee's scope. The current scope reads:

Under the direction of the Academic Senate President and the Committee of the Whole, the committee works with district units and departments and other major committees in the continuous formulation, assessment, and analyses of effectiveness metrics used to inform departmental, program, and institutional planning and decision-making for institutional improvement.

Committee Objectives for the 2016-2017 Academic Year

The IE Committee articulated objectives for the year, which included:

- Review and revise the Institutional Effectiveness Dashboard in order to respond to and meet the College's current needs, including alignment with new goals and strategic initiatives;
- Review the College's performance on the Institutional Learning Outcomes (ILOs);
- Provide input to the College's response to the external reporting mandates that relate to institutional effectiveness (i.e., development of metrics to address the new Bachelor of Science program, campus climate);
- Monitor success and learning outcomes data for the interdisciplinary programs that are not currently reviewed through the program review process;
- Respond to recommendations as part of the accreditation process and actionable plans in our self-evaluation (that relate to the committee); and,
- Respond to the Master Plan for Education institutional objectives.

Review of the IE Dashboards

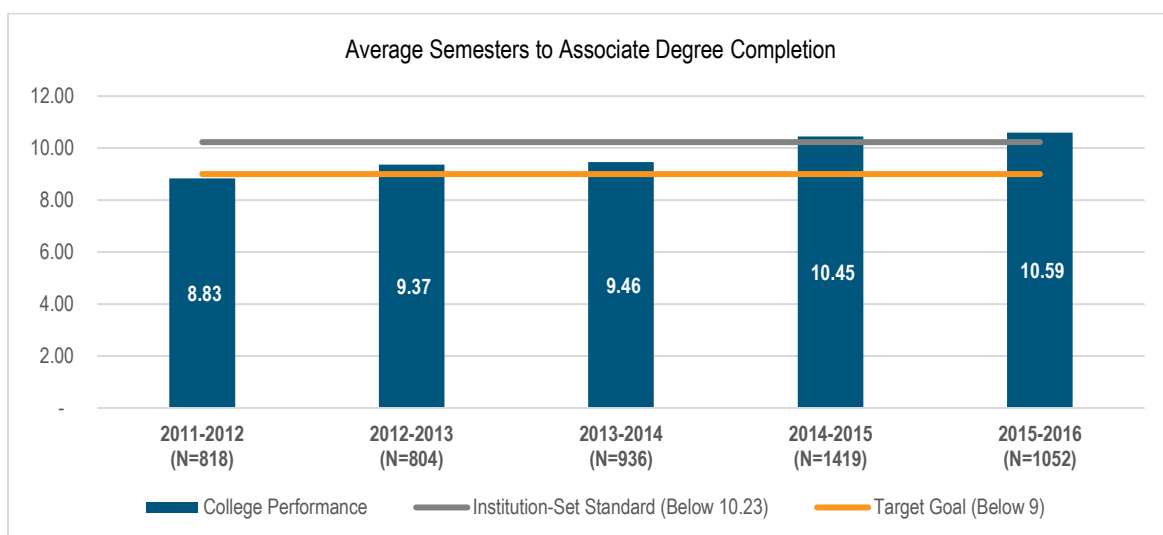
The institutional effectiveness process at Santa Monica College follows a five-year cycle as target goals are set for five year timelines. The last five-year cycle concluded in 2015-2016. The 2016-2017 year is the first in the current institutional effectiveness cycle (2016-2017 to 2010-2011). During the current academic year, the IE Committee conducted a comprehensive and systematic review of the process, indicators, institution-set standards, and targets. The review resulted in the following revisions to the IE Dashboards:

- The IE Dashboards were renamed to more accurately reflect the categories of metrics.
- Methodology for two of the IE indicators was revised:
 - 1.1 Fall-to-Fall Persistence
 - 1.6 Semesters to Associate Degree
- Eight new indicators were added to the dashboards:
 - 1.20 Employment Rate
 - 1.21 Median Wage Gain
 - 1.22 Living Wage Attainment Rate
 - 1.26 Percentage of Weekly Teacher Hours Taught by Full-time Instructional Faculty
 - 1.27 Percentage of Counseling Hours Fulfilled by Full-time Counselors (Non-Teaching)
 - 3.7 FTES
 - 5.1 Average Length of Service
 - 5.2 Faculty Diversity Gap
- Institution-set standards and target goals were recalculated based on more recent data.
- IE indicators to be included in future IE Dashboards were identified:
 - Technology
 - Employee satisfaction/campus climate
 - Outcomes for Bachelor's degree students
 - Outcomes for non-credit/adult education students

Recommendations of the IE Committee

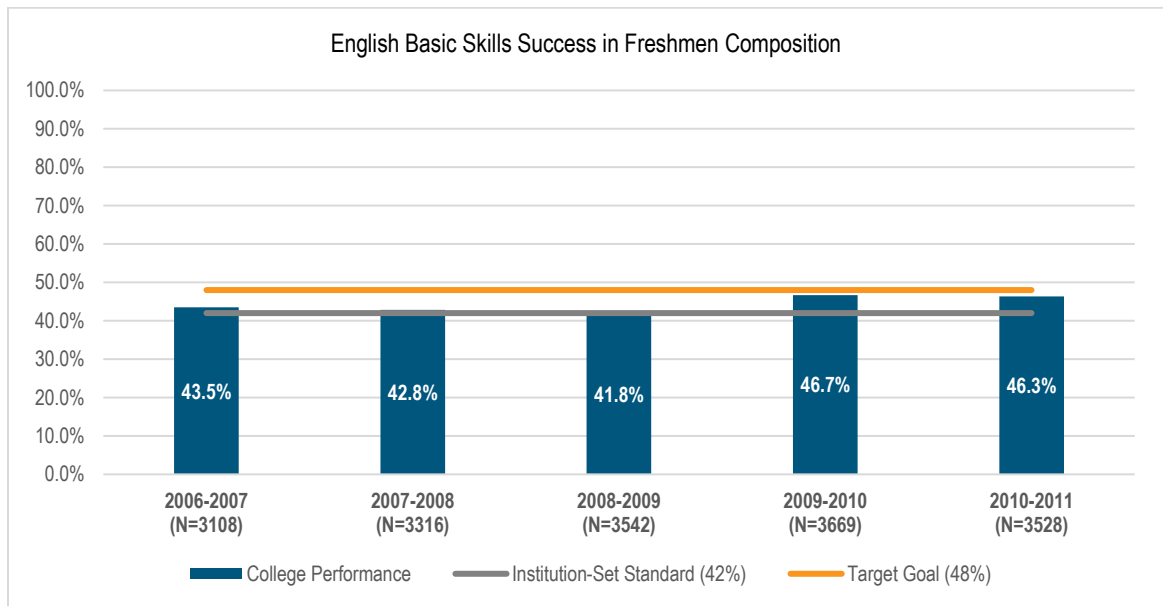
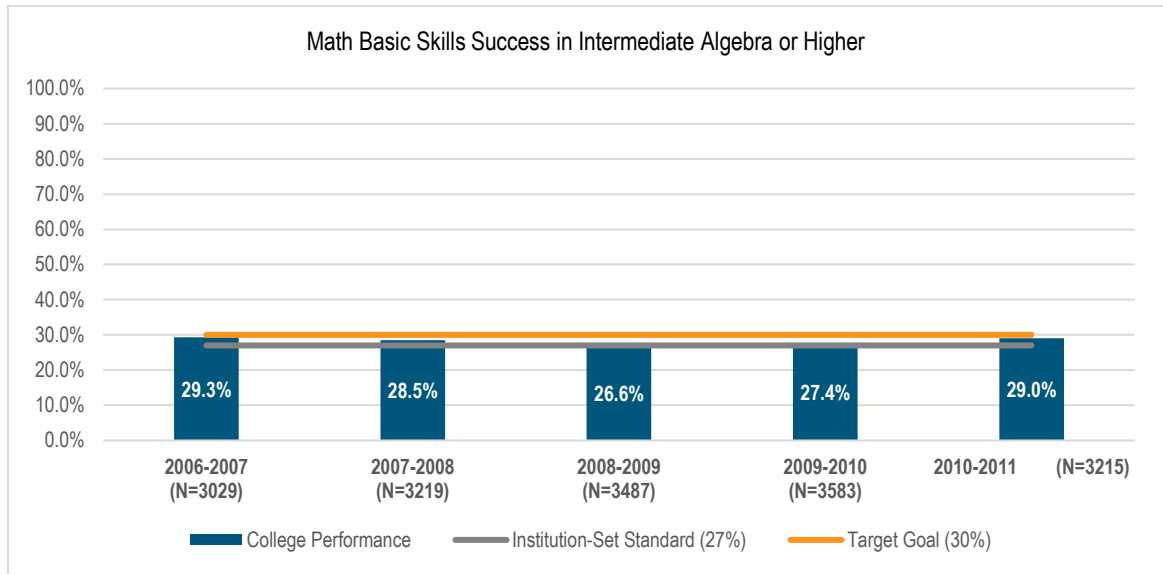
The Committee presented three recommendations to the District Planning and Advisory Council (DPAC) for consideration in the development of the 2017-2018 Master Plan for Education Institutional Objectives. The recommendations were informed by significant trends observed in the college data on institutional effectiveness.

- 1) **The IE Committee recommends that the College conduct a research study to examine the institutional factors that impact time to degree completion.**



Students are taking longer to complete their associate degrees at SMC. In 2015-2016, students who earned an associate degree (excluding international and auto-awarded students) spent an average of 10.59 semesters to finish their degree, an increase of 1.76 semesters when compared to those who graduated in 2011-2012. It is imperative that the College enable students to complete their educational goals in a timely fashion as lengthy time-to-degree completion is associated with higher college costs and loss of potential wages. The IE Committee recommends that the College conduct a study to identify the **institutional** factors that help students stay on track to graduation and those that impede timely graduation. (*Reference: IE Indicator 1.6*)

- 2) **The IE Committee recommends that the College expand efforts to improve the success rates in basic skills English and math.**



The College's performance on two of the metrics, English Basic Skills Success in Freshmen Composition and Math Basic Skills Success in Intermediate Algebra or Higher, suggest that a large majority of students who place into basic skills courses struggle through the course sequence and do not successfully complete

the college-level courses required for an associate degree or transfer to a four-year institution. Among students who first enrolled in a basic skills math course in 2010-2011, only three in ten successfully completed MATH 20 (Intermediate Algebra) or a higher-level math course within six years. Among basic skills English students in the same cohort year, over four in ten successfully completed English 1 within six years. Both departments have implemented numerous strategies to improve success in basic skills English and math courses. This recommendation is focused on expanding these efforts. The IE Committee recommends that the College expand efforts to improve the success rates in basic skills English and math. *(Reference: IE Indicators 1.13 and 1.14)*

- 3) **Based on performance on the metrics of the Fiscal Dashboard, the IE Committee recommends that the College explore actions that are necessary to ensure short-term and long-term fiscal stability.**

RECOMMENDATIONS OF THE 2016 VISITING TEAM

Recommendations to meet the Standards

Recommendation #1:

In order to meet the Standards, the team recommends the College incorporate into its mission statement a clear description of its intended student population. (I.A.1)

Recommendation #2:

In order to meet the Standards, the team recommends the College complete development of Student Learning Outcomes for all courses offered, ensure that in every class section students receive a course syllabus that includes learning outcomes from the institution's officially approved course outline, and implement an ongoing cycle of learning outcome assessment for courses, student services, and administrative units in order to improve program outcomes. (I.A.2, I.B.2, I.B.4, I.B.5, I.C.1, I.C.3, II.A.3, II.C.2, ER 11, ER 19)

Recommendation #3:

In order to meet the Standards, the team recommends the College develop and implement a comprehensive cycle of continuous quality improvement that monitors, assesses, and recommends improvements to the function and effectiveness of its processes, committees, and planning cycles. (IV.A.7)

Recommendation #4:

In order to meet the Standards, the team recommends the College create a schedule to regularly review Board policies and regulations to assure integrity in all representations of the college mission, programs, and services. (I.C.5, IV.C.7)

Recommendation #5:

In order to meet the Standards, the team recommends the Board follow its policies regarding delegation of authority related to the president/superintendent and ensure the president/superintendent is able to implement and administer Board policies without Board interference in college operations. (IV.C.7, IV.C.12)

Recommendation #6:

In order to meet the Standards, the team recommends that the College resolve the discrepancies regarding the baccalaureate degree and publish the accurate number of total units and minimum number of upper division units required to complete the program in all appropriate documents and publications. (I.C.1, II.A.5, II.A.12, ER 10)

Recommendations to increase institutional effectiveness

Recommendation #7:

In order to increase institutional effectiveness, the team recommends the College improve the college community's ability to interpret and utilize data to inform effective decision making. (I.A.2, I.B.4, I.B.8, II.C.2)

Recommendation #8:

In order to increase institutional effectiveness, the team recommends the College establish and implement assessment of the effectiveness of its governance structures and processes. The assessment should extend to communication protocols related to planning and governance, particularly its consistent communication across all employee groups regarding DPAC recommendations to the superintendent/president. (IV.A.2, IV.A.6, IV.A.7, IV.B.3)



STRATEGIC PLANNING AND FACILITATION SUMMARY **2016-2017**

In August 2016 Santa Monica College released a Request for Proposals for a set of multi-faceted projects, including

- Strategic Planning
- Integrated Planning
- Student Success and Equity
- Organizational Structure Review

The Collaborative Brain Trust responded to this RFP by submitting a comprehensive proposal addressing all of the RFP's many requirements. CBT was selected by Santa Monica College in October 2016 to proceed with the project.

The CBT proposal included facilitating a transparent, collaborative process to assist Santa Monica College in re-envisioning its future by identifying significant strategic initiatives and objectives that actualize the College's vision, mission, and goals, while incorporating changing environments and new mandates. CBT would provide facilitation and assistance to address each of the four projects for the College, including recommendations to:

- Develop a more fully integrated institutional student success structure and plan
- Strengthen the integration of institutional planning processes
- Review the organizational structure

In addition, CBT facilitated the development of the College's *2017-2022 Strategic Initiatives and Objectives*.

- Close Gaps in educational outcomes
- Educational and career opportunities and pathways
- Long-term and integrated planning linked to resource allocation
- Human Resource plan which supports student success
- Improve facilities and technology infrastructure, integration and staffing
- Ensure long-term fiscal stability

CBT submitted its complete and final project reports to Superintendent/ President Kathryn Jeffery, providing a road map for the future of Santa Monica College, and encouraged the College to implement the Strategic Initiatives and objectives with action plans each year for the next five years.

The Final Report which is presented to the Board for information includes:

- Introduction and Overview
- Data Portfolio for Strategic Planning
- 2017-2022 Strategic Initiatives
- Student Success and Equity Integrated Plan
- Integrated Planning
- Appendices

The complete report is available at:

http://www.smc.edu/ACG/Documents/Board%20of%20Trustees%20Meetings/Board_of_Trustees_Meetings/2017/Strategic-Planning-and-Facilitation-Report-for-Board.pdf



BOARD OF TRUSTEES CORE PRIORITIES, 2017-2020
Access. Excellence. Equity.

Educational Quality, Achievement and Equity

1. Focus relentlessly on students' end goals and always design and decide with the student in mind. ¹
2. Pair high expectations with high support – eliminate barriers for student success. ¹
3. Use data, inquiry, and evidence for improving services at all levels. ¹
4. Foster institutional effectiveness by improving long-term and integrated planning linked to resource allocation. Enable action and thoughtful innovation. ^{1,2}
5. Continue to support and hire a diverse, outstanding, and innovative faculty and staff that demonstrate a commitment to student success, engagement and equity. ³ Seek to increase the percentage of full-time faculty over time.^{2,3}
6. Develop a human resource plan that supports student success and is linked to the college's institutional priorities, the 2017-2022 Strategic Plan and institutional resources. ²
7. Enhance and develop programs and pathways that meet the current and future needs of local and regional industry and business. ²
8. Ensure a supportive, inclusive, and collegial environment for students and staff. ⁴

Fiscal Health and Internal Operations

9. Assure an effective and dynamic college by ensuring long-term fiscal stability. ²

Community and Government Relationships

10. Lead the work of partnering across systems (cities/school district/government/community/education). ¹

Facilities and Technology

11. Maintain and/or Improve facilities and technology infrastructure, integration and staffing. ²

Sustainability

12. Continue as a model of sustainability for all areas of the college. ⁴

1. CCC Vision for Success
2. SMC 2017-2022 Strategic Initiatives and Objectives
3. Board of Trustees Goals and Priorities, 2016-2019
4. SMC Supporting Goals

Board Subcommittee Discussion with Superintendent/President: 7/20/2017

Board Discussion at Special Meeting/ Study Session: 8/22/2017

Approved by Board of Trustees: 9/5/2017

Academic Senate Goals and Objectives 2017-18:

- 1. Close the gap in student outcomes between student groups**
 - a. Help guide the integration of Basic Skills, SSSP and Equity Initiatives.
 - b. Develop equitable Guided Pathways that increase student success and completion and close gaps in student outcomes.
 - c. Assist in the expansion of non-credit course offerings that function as an “on ramp” to college” for first time students.
 - d. Unite all groups on campus working on Equity issues to form a united effort to establish a Gender Equity/Social Justice/Advocacy center

- 2. Support and monitor the establishment of Guided Pathways at Santa Monica College**
 - a. Insure that faculty voices and influence is central to the establishment of Guided pathways at SMC.
 - b. Work with the Guided Pathways Taskforce to insure that Pathways at SMC are best designed to maximize student completion and success rates, and close equity gaps.
 - c. Educate the faculty community regarding Curriculum development and integrate with pathways initiative.

- 3. Assist in the development of a full-time faculty-hiring plan that considers the effect and implementation of the SRP on the 75/25 ratios.**
 - a. Analyze the effect of the SRP on the ration of Full/Part-time faculty ratio and the effects on faculty personnel in various departments.
 - b. Assist in developing a plan to replace and augment numbers of full-time faculty, over time, following guidelines established by the 75/25 plan.
 - c. Develop a plan to achieve robust and diverse hiring pools, based on the Equity and Diversity committees recommendations.

- 4. Educate and involve the Santa Monica College community regarding important initiatives, events, and program developments on campus**
 - a. Establish a Senate Newsletter that is distributed to faculty, both electronically and paper.
 - b. Hold Senate forums in order to encourage the participation and education of faculty with regards to important initiatives.

- 5. Develop a plan for faculty leadership and train the next generation of campus and senate faculty leaders**
 - a. Increase faculty participation in State Senate Plenaries and all ASCCC conferences
 - b. Devise a mentor program in which new and veteran faculty are guided by Senators toward leadership positions.

- 6. Assist and help guide the AR/BP reorganization**
 - a. Work via the Student affairs and Personnel Policies Committee to shepherd the alignment of SMC’s AR’s and BP’s with statewide systems and standards
 - b. Insure that any changes to the AR’s/and BP’s, beyond the addition of legal language, is vetted and guided by Senate committees.

Information Technology Objectives 2017-18

Objective Implement mobile app for SMC

Mobile app for SMC will be developed using an off the shelf vendor solution. The mobile app will enable students to enroll, access their schedules, and pay fees etc. on their mobile devices.

Contact: MIS/ Management Information Services

Status: In Progress

Objective Implement new Orientations program for SMC students

As part of the SSSP requirements for students, a new application for student Orientations will be implemented using a third party vendor. The application will be made accessible via SSO through the Corsair Connect portal.

Contact: MIS/ Management Information Services

Status: In Progress

Objective Center for Media Design

Implement voice/data/Internet services for new facility. Including relocating existing AET infrastructure and instructional equipment from Airport Campus.

Contact: Telecom

Status: In planning/pending construction completion

Objective Migrate to new version of Banner

To take advantages of the new features and modern interface of the Banner Financial Aid program, MIS will upgrade to Banner 9.

Contact: MIS/ Management Information Services

Status: In Progress

Objective Implement Room Scheduling program

One of the master plan objectives is to implement a room scheduling application for Academic Affairs. MIS will implement a third party application to streamline and convert a manual paper process to an electronic, optimized scheduling process. MIS will develop data exchange interface between webISIS and room scheduling application.

Contact: MIS/ Management Information Services

Status: In Progress

Objective Work with LACOE to move to new ERP for HR/Finance

LACOE is moving to a new ERP solution for HR/Finance. SMC has partnered with LACOE to implement the Budget, Financial, Payroll and HR modules as part of the BEST project. This will enable SMC to efficiently conduct business utilizing features of a modern ERP solution.

Contact: MIS/ Management Information Services

Status: In Progress

Objective Implement Chancellor's office CCCAssess program for placement testing

This will enable SMC students to take the standard statewide assessment tests the CCCAccess Program for appropriately placing at the right levels.

Contact: MIS/ Management Information Services

Status: In Progress

Objective Computer Lab Implementation and upgrades

Implementation of new computer lab for Engineering 11 class and CSIS department. Install new screen sharing software in Emeritus computer lab. Continue Windows OS and application update and deployment in various computer labs

Contact: Academic Computing

Status: In Progress.

Objective Security Assessment

Conduct an SMC security assessment with the State Technology center. Review the assessment recommendations with IT administration and develop an implementation plan.

Contact: Dan Rojas
Status: In planning

Objective Desktop Security Updates

Replace desktop security management platform to incorporate advanced next generation security protections and enhancements.

Contact: Dan Rojas
Status: In planning

Objective Upgrade Oracle APEX Tool - continue from 16-17

To take advantage of new features and to patch existing bugs, we need to upgrade APEX to Version 5 from current Version 4.2.4. Apex is an Oracle tool used for designing Corsair Connect, mProfessor and many other programs on WebISIS.

Contact: MIS/ Management Information Services
Status: Complete by June 2017

Objective Complete migration to new Oracle infrastructure

All database instances on HP Unix operating systems, will be migrated to RedHat Linux to strengthen the ISIS infrastructure and as part of the disaster recovery project.

Contact: Wendy Liu/ Rupinder Bhatia /MIS Team
Status: Complete by June 2017

Objective Single Sign on - continue from 16-17

Expand Shibboleth deployment and implement Portal Guard to enable integrated Single Sign-on for all capable SMC internal and external services. This will allow us to support CCC initiatives such as CCC OEI (Open Education Initiative) CCCApply, CAI, Canvas and external applications such as Gmail, and ServiceNow.

Contact: Dan Rojas
Status: In Progress

Objective District Technology Equipment Replacement Plan

To keep campus information technology equipment current in alignment with the College's Technology Master Plan, we will continue planning and replacing outdated faculty, student and staff workstations. Quantities to be determined by 2017-2018 District Budget

Contact: Steve Peterson
Status: In planning

Objective Instructional Technology for Smart Classroom & Smart Cart Upgrade

50 mobile projection carts equipped with aging laptops to be replaced with current model and upgraded software.

Contact: Steve Peterson
Status: In planning

Objective Campus Wide Assistive Technology

To ensure the compliance of technology accessibility requirements for disabilities, miscellaneous software/equipment will be purchased/renewed/installed throughout the year.

Contact: Thomas Peters/Joshi John
Status: On going

Objective College Technology Resource Disaster Recovery Plan

To protect critical SMC data and ensure solid business continuity, we will continue to evaluate, plan, and implement the disaster/recovery process and procedure of mission critical services and applications, the SMC website, faculty/student ISIS portal access, and other identified needed technology resources during a disastrous event.

Contact: Bob Dammer

Status: pending

Objective Review and Update Computer Usage Policies and Procedures

We will continue to work with the HR, College administration and participatory governance committees to review and update existing IT user policies and user account management. To enhance the effectiveness of our IT operations and strengthen information security, the District community needs to be trained about proper usage of IT resources

Contact: Bob Dammer

Status: In progress

Ongoing:

Objective Campus Wide Software Update

To keep campus information technology software applications current in alignment with the College's Technology Master Plan, the District has committed funds for identified core requirement campus-wide software such as the Microsoft Campus Agreement, anti-virus/malware software, Adobe Creative Cloud Suite, and other system management tools.

Contact: Steve Peterson

Status: Ongoing

Objective Departmental Instructional Technology Needs

To respond to the technology needs stipulated by SMC constituents, implement recommended departmental technology requests for specific and miscellaneous software/equipment, and other technology accessories such as software products used by Art (Corel Paint), CSIS (Captivate, QuickBooks, MatLab), and Modern Language (Sanako, SANSpace, Transparent Language, Rosetta Stone, Wimba).

Contact: Steve Peterson/Joshi John

Status: In planning

Remove:

Objective Evaluate/Implement solution for electronic refunds

Contact: Rupinder Bhatia/MIS Team

Status: In Progress

Objective Uninterruptable Power Supply Replacement

Continue the replacement of Uninterruptible Power Supplies in data closets across multiple District sites and campuses.

Contact: Mark Engfer

Status: In planning

Objective Expand the use of cloud services

The IT department is assessing the feasibility of expanding the use of cloud services that will allow faculty, staff and programs to increase services to students. Under evaluation, is the option to migrate on campus exchange email services to Office 365 Cloud.

Contact: Dan Rojas

Status: In planning

PRESENTATIONS/REPORTS/ACTIONS AT BOARD OF TRUSTEES MEETINGS 2016-2017

The following list comprises presentations/reports/actions at Board of Trustees meetings related to Board Goals and Priorities (*revised for each fiscal year*), strategic Initiatives, and institutionalized programs. Routine recommendations for Consultants/Contracts, Human Resources, Facilities and Fiscal that support Board Goals and Priorities, strategic initiatives and institutionalized programs are not included.

STRATEGIC INITIATIVES

2007-2008 – 2011-2012

- Basic Skills Initiative
- Global Citizenship
- Sustainable Campus
- Career Technical Education

2012-2013 – 2016-2017

- GRIT (Growth/Resilience/Integrity/Tenacity)
- I³ (Institutional Imagination Initiative)

Accreditation Recommendations (attached)

Date of Board Meeting	Major Presentation/Report/Action
June 6, 2017	Action: 2017-2018 Tentative Budget (#12, #13) Action: Temporary Air-Conditioning (#18) Action: Five Year Construction Plan (#16) Action: Second Reading and Approval Board Policy Chapters 1 and 2 (Accreditation Recommendation #4) Action (Consent Agenda): New Full-Time Faculty (#3)
May 16, 2017 Special Meeting	Action: Adoption of Board's Budget Principles (#12, #13)
May 2, 2107	Information: Results of Sale of General Obligation Bonds (#18, #19, #21) Action: 2016-2017 Institutional Effectiveness Update/Student Success Scorecard (#1) Action: Agreement for Program and Construction Management Services for District Bond Construction Program (#19) Report: 2016-2017 Quarterly Budget and 311 Q (#12, #13) Action: Santa Monica Big Blue Bus Three-Year Contract (2017-2020) (#20) Action: Licensing of Name "KCRW" to Berlin Radio Station (#14) Action: First Reading Board Policy Chapters 1 and 2 (Accreditation Recommendation #4) Action (Consent Agenda): New Full-Time Faculty (#3)
April 4, 2017	Report: Student Health and Wellbeing Services (#9) Report: Community and Academic Relations (#14) Action (Consent Agenda): New Full-Time Faculty (#3) Discussion: Board of Trustees Budget Objectives and Principles (#12, #12, #13)
March 7, 2017	Action: Resolution Authorizing the Issuance and Sale of General Obligation Bonds (#18, #19, #21) Action: Resolution Authorizing the Issuance and Sale of General Obligation Refunding Bonds (#18, #91, #21) Action: Revision to College and Career Pathways, A Dual Enrollment Partnership (#2, #16)
February 7, 2017	Action: Receipt of Audit Reports (#12, #13) Report: Board Policy Manual Update Project (Accreditation Recommendation #4) Report: 2016-2017 Quarterly Budget and 311 Q (#12, #13) Action: Second Reading and Approval - College and Career Pathways, A Dual Enrollment Partnership (#2, #16) Action: Second Reading and Approval - Board Policy Section 6116, Debt Issuance (#11)

January 17, 2017	<p>Action: Resolution – SMCCD Provides a Safe Environment for All Students and Personnel (#9)</p> <p>Action: Resolution Confirming Acceptance of LA County Canvass Certificate, November 8, 2016 Election (#21)</p> <p>Report: SMCCD Bond Construction Program (#18, #21)</p> <p>Action: 2017-2018 Nonresident Tuition Rate (#11)</p> <p>First Reading: College and Career Pathways, A Dual Enrollment Partnership (#2, #16)</p> <p>First Reading: Board Policy Section 6116, Debt Issuance (#11)</p>
December 6, 2016	<p>Meeting: Board's Ad hoc Legislative Committee with Dale Shimasaki (#17)</p> <p>Action: Charitable Gift Agreement (#11)</p> <p>Report: Student Equity Update (#2, #7)</p> <p>Action: Resolution to Grant Sidewalk Easement (#19)</p>
November 1, 2016	<p>Action: Amendment to Agreement for Program and Construction Management for District Bond Construction Program (#19)</p> <p>Report: Sustainability and Transportation Update, 2015-2016 (#20)</p>
October 4, 2016	<p>Action: Labor Peace Agreement (#14)</p> <p>Action: Contract for Attain LiveSafe Safety Application (#19)</p> <p>Information: STEM Grant (#2, #11)</p>
September 20, 2016 Joint Meeting with SMMUSD Board of Education	<p>Special Meeting with SMMUSD Board of Education: (#16)</p>
September 6, 2016	<p>Action: Adoption of 2016-2017 Budget (#11, #12, #13)</p> <p>Action: Resolution in Support of Proposition 51 (Facilities Bond Act) (#18, #19, #21)</p> <p>Action: Resolution in Support of Proposition 55 (#11)</p> <p>Action: Second Reading and Approval: College and Career Pathways, A Dual Enrollment Partnership (#2, #16)</p>
August 2, 2016	<p>Action: Board Goals and Priorities, 2016-2017</p> <p>Action: Public Hearing and Adoption of Education Protection Account (#3, #11)*</p> <p>Report: Workforce and Economic Development #4</p> <p>First Reading: College and Career Pathways, A Dual Enrollment Partnership (#2, #16)</p> <p>Action: Resolution in Support of City of Santa Monica Measures on November 8, 2016 Ballot #14, #16</p> <p>Action: Contracts for Study Abroad Programs</p>
July 5, 2016	<p>Action: Five Year Construction Plan (#16)</p> <p>Action: Order of Bond Election (#10, #18)</p> <p>Report: 2015-2016 Grants Office Annual Report (#10)</p> <p>Action: Second Reading and Approval - Board Policies 1210 and 1220 (#9)</p> <p>Action (Consent Agenda): New Full-Time Faculty (#3)</p>

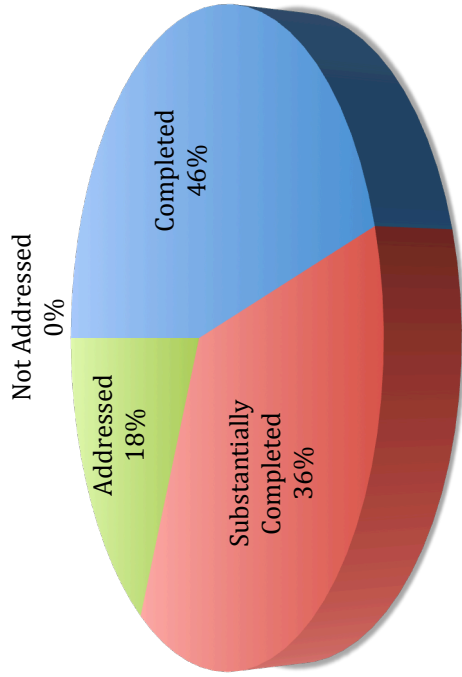
Santa Monica Community College District

Five-Year Study of Institutional Objectives
Mapped to Strategic Initiatives
and Level of Completion

Institutional Objectives	Strategic Initiatives				Completion Status			
	Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education	Completed	Substantially Completed	Addressed	Not Addressed
<p>INSTITUTIONAL OBJECTIVES 2011-2012</p>								
1. To complete the development of the “institutional dashboard” and use this along with other tools to evaluate program and institutional effectiveness and as a basis for providing training to members of the college community on the use of data.						✓		
2. To develop and implement a plan to avoid an operating deficit.							✓	
3. To develop and implement a plan to institutionalize ongoing funding for the maintenance of technology, instructional equipment, and facilities.						✓		
4. To develop a comprehensive transportation plan that builds upon the “Any Line, Any Time” public transportation initiative and includes other public transportation initiatives, bicycle support, vanpool and carpool programs, and other alternative modes of transportation.			✓		✓			
5. To support the signing of the ‘The Democracy Commitment’ by reviewing college programs, activities and curricular offerings to determine what is currently being done in support of students’ civic learning, civic engagement and democratic practice in order to provide a baseline for any future related practices and projects.		✓			✓			
6. To develop short-term strategies and a long-term plan toward ensuring appropriate access to tutoring, including possible space allocations, and uniformity in service delivery and staff training.	✓					✓		

7. To implement the findings of the 2010-2011 Basic Skills research project by institutionalizing the use of the three strategies— Writing Center, Supplemental Instruction, and Tutoring Centers—found to have a significant impact on student retention and success.	✓					✓							
8. To develop a plan to define and implement standards for appropriate operations and maintenance of new buildings.		✓				✓							
9. To develop a comprehensive plan that sets annual priorities for institutional resource development in fundraising as well as grants and other types of federal, state, local, and private funding..						✓							
10. To implement annual delivery of standardized training for all college staff engaged in data entry involving either of the two human resources information systems (HRS and ISIS) to reduce the error rate and ensure data integrity.						✓							
11. To create and implement a District-wide professional development plan that includes a teaching and learning needs assessment for faculty development and incorporates CSEA professional development committee recommendations for classified staff development.												✓	
TOTALS 11 Institutional Objectives	2	1	2	0	0	5	4	2	0	2	0	2	0

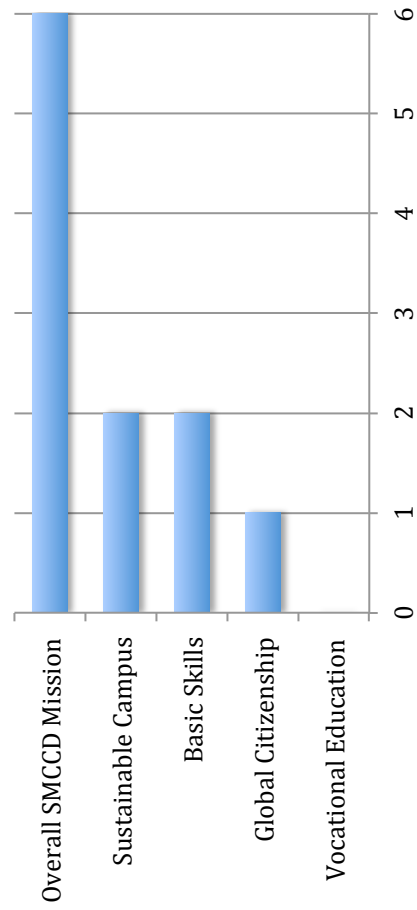
Institutional Objectives, 2011-2012 Level of Completion



11 Institutional Objectives

- 5 Completed
- 4 Substantially Completed
- 2 Addressed
- 0 Not Addressed

Institutional Objectives, 2011-2012 Related to Overall Mission and Strategic Initiatives



11 Institutional Objectives

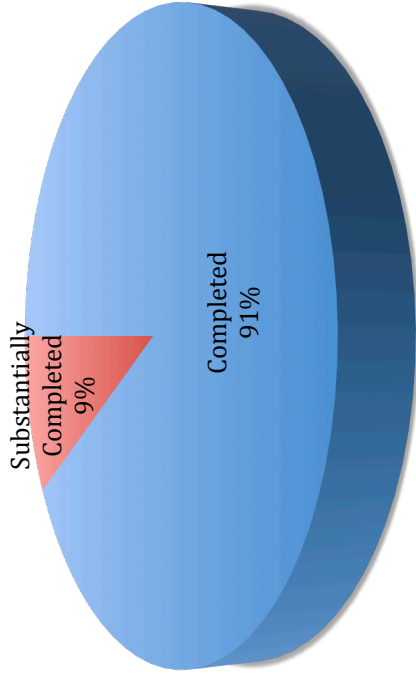
- 6 Overall SMCCD Mission
- 2 Sustainable Campus
- 2 Basic Skills
- 1 Global Citizenship
- 0 Vocational Education

**Five-Year Study of Institutional Objectives
Mapped to Strategic Initiatives, College Priorities
and Level of Completion**

Institutional Objectives 2012-2013	Strategic Initiatives		College Priorities					Completion Status			
	GRT	Institutional Imagination (I3)	Basic Skills	Global Citizenship	Sustainable Campus	Career Technical Education	Overall Mission	Completed	Substantially Completed	Addressed	Not Addressed
1. To identify and implement strategies to assist programs in maintaining a web and social media presence.						✓		✓			
2. To provide training in the assessment of outcomes and in documenting how the assessment results are used in program planning.						✓		✓			
3. To ensure that there are consistent student lab use tracking systems to document the required student lab hours and to provide data for studying the correlation between student achievement and use of lab resources, both in the lab and through remote access to the online materials.			✓			✓		✓			
4. To identify additional strategies, based on student equity data, to improve the success and retention of Latino and African-American students, as well as students from other historically underrepresented groups.	✓	✓	✓			✓			✓		
5. To develop planning criteria for determining the allocation of dedicated resources to specific programs and whether these resources are sustainable.		✓						✓			
6. To develop a plan for defining, organizing and institutionalizing the GRIT (Growth, Resilience, Integrity and Tenacity) strategic initiative. This initiative should facilitate student achievement through a College-wide focus on non-cognitive skills (e.g. integrity, perseverance, goal-setting, and help-seeking behaviors), on supplementing competencies supporting ILO #1, and on supporting students' aspirations for their futures.	✓							✓			

<p>7. To develop a plan for how to assess the strategic initiative GRIT, with a focus on assessing students' acquisition of non-cognitive skills. The assessment should be tied to traditional metrics used to measure student success, e.g. grades, transfer, completion, improved academic honesty, etc. The College will run a pilot ETS study on the acquisition and assessment of students' non-cognitive skills as one mechanism to inform this plan.</p>	✓							✓				
<p>8. To develop a plan for organizing and institutionalizing a strategic initiative called I³ (Institutional Imagination Initiative) to harness the creative power of the college community to rethink how the college can analyze and address issues through responsive engagement and facilitate continuous dialogue among the college community. The intent is to solicit and implement innovative ideas for improving and supporting student achievement.</p>	✓							✓				
<p>9. To develop and begin implementation of a plan for the SMC Teaching and Learning Center in order to expand institutional capacity to support creative efforts that generate innovative pedagogies, foster professional development, and increase student success.</p>	✓							✓				
<p>10. To reduce the operating deficit through expenditure savings and increased revenues while maintaining, as a minimum, a 5 percent unrestricted general fund balance.</p>								✓				
<p>11. To create a workgroup/subcommittee comprising representatives of the Academic Senate Joint Professional Development Committee, the CSEA Professional Development Committee, and the Management Association to prepare a college-wide plan that includes all staff development activities, including mandatory training.</p>								✓				
<p>TOTALS 11 Institutional Objectives</p>	3	4	2	0	0	2	4	10	1	0	0	0

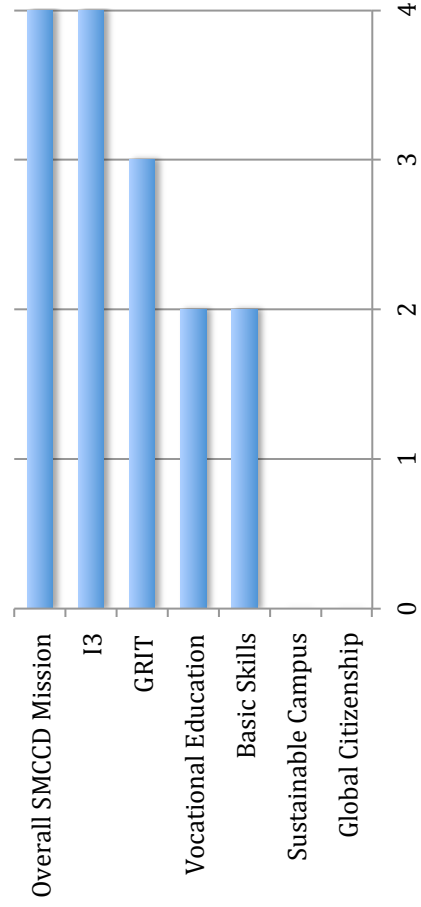
Institutional Objectives, 2012-2013 Level of Completion



11 Institutional Objectives

- 10 Completed
- 1 Substantially Completed
- 0 Addressed
- 0 Not Addressed

Institutional Objectives, 2012-2013 Related to Overall Mission, District Priorities and Strategic Initiatives



11 Institutional Objectives

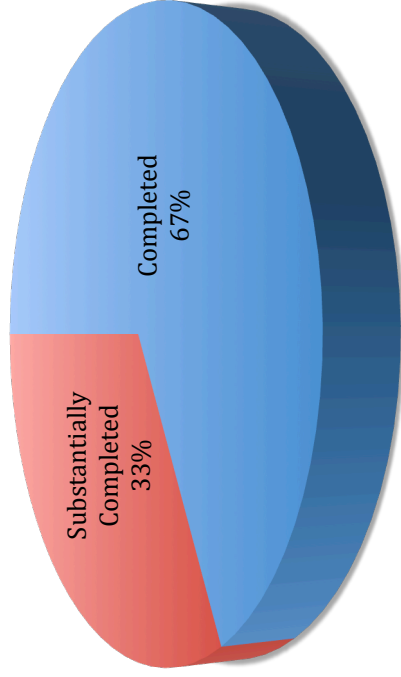
- 4 Overall SMCCD Mission
- 4 Institutional Imagination (I³)
- 3 GRIT
- 2 Vocational Education
- 2 Basic Skills
- 0 Sustainable Campus
- 0 Global Citizenship

**Five-Year Study of Institutional Objectives
Mapped to Strategic Initiatives, College Priorities
and Level of Completion**

Institutional Objectives 2013-2014	Strategic Initiatives		College Priorities					Completion Status			
	GRT	Institutional Imagination (I3)	Basic Skills	Global Citizenship	Sustainable Campus	Career Technical Education	Overall Mission	Completed	Substantially Completed	Addressed	Not Addressed
1. To develop definitions and templates for planning processes and outcomes assessment to ensure data interpretation and planning recommendations align based on consistent standards.					✓		✓				
2. To allocate resources sufficient to support the ongoing maintenance of technology, equipment, and facilities.					✓			✓			
3. To incorporate flexibility in all facilities planning and resource allocation processes to allow for nimble responses to future changes.				✓					✓		
4. Develop tools to assess students' level of engagement in the education process and use assessment data to look at the relationship between student engagement and retention, perseverance, and student success.	✓		✓							✓	
5. To further implement the Institutional Imagination Initiative (I ³) by demonstrating acknowledgment of and support for innovative thinking, first by identifying current creative projects/initiatives in progress.		✓						✓			
6. To conduct a quantitative study examining the external variables impacting the College's performance relative to the Institutional Effectiveness Dashboard, including the identification of variables that can be controlled by the College, in order to deepen institutional understanding of the factors that affect student success and appropriately direct efforts to improve institutional performance.	✓		✓					✓			

7. To develop and implement plans to improve the College's safety and emergency preparedness systems and procedures.										✓	✓				
8. To develop and implement strategies to improve and maintain the college's facilities and overall physical environment.				✓								✓			
9. To develop a plan to implement EMERGE, the SMC Information, Communication, Technology and Entertainment (ICTE) Initiative to align education with emerging careers and entrepreneurial ventures in the local and regional economy	✓	✓	✓				✓					✓			
TOTALS															
9 Institutional Objectives															
	3	2	3	3	0	3	3	3	2	6	3	0	0	0	0

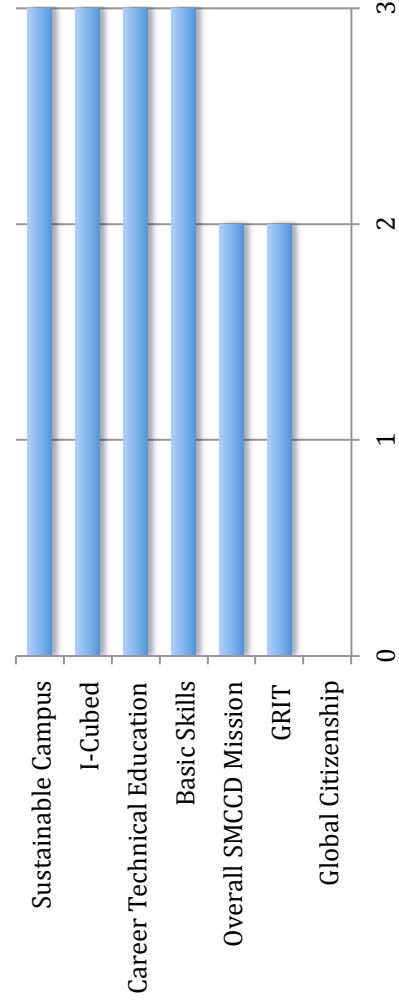
Institutional Objectives, 2013-2014 Level of Completion



9 Institutional Objectives

- 6 Completed
- 3 Substantially Completed
- 0 Addressed
- 0 Not Addressed

Institutional Objectives, 2013-2014 Related to Overall Mission, District Priorities and Strategic Initiatives



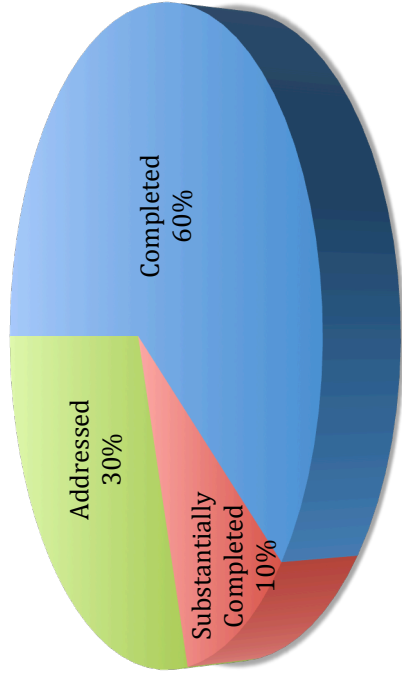
9 Institutional Objectives

- 0 Global Citizenship
- 2 GRIT
- 2 Overall SMCCCD Mission
- 3 Basic Skills
- 3 Career Technical Education
- 3 Institutional Imagination (I³)
- 3 Sustainable Campus

**Five-Year Study of Institutional Objectives
Mapped to Strategic Initiatives, College Priorities
and Level of Completion**

Institutional Objectives	Strategic Initiatives		College Priorities					Completion Status			
	GRIT	Institutional Imagination (I3)	Basic Skills	Global Citizenship	Sustainable Campus	Career Technical Education	Overall Mission	Completed	Substantially Completed	Addressed	Not Addressed
<p>INSTITUTIONAL OBJECTIVES 2014-2015</p> <p>Please note: Institutional Objectives are developed annually to address specific priorities for the year. College programs and activities that have been institutionalized or are addressed through other planning processes may not be represented.</p>											
1. To develop the 2016 Accreditation Self-Evaluation Report and incorporate findings into institutional planning.							✓		✓		
2. To develop and implement strategies to improve the CTE completion rate.						✓		✓			
3. To complete, enhance, and make consistent the systems for documentation and storage of outcomes assessment results to ensure convenient access.							✓	✓			
4. To develop and implement strategies to improve the achievement of African American and Latino students in order to reduce the student equity gap.							✓	✓			
5. To develop and implement strategies to address the “softening” of enrollment demand.		✓					✓	✓			
6. To identify and address logistical challenges facing students using instructional support services.			✓				✓		✓		
7. To conduct an assessment of the College’s compliance with ADA Section 508 requirements and develop a plan to address any findings.							✓	✓			
8. To define and assess the College’s capital improvement needs relative to the Facilities Master Plan.				✓			✓		✓		
9. To expand piloted GRIT strategies (You+1; SuccessNavigator) to accommodate increased student participation and to develop an infrastructure to support experiential/service learning.	✓	✓	✓				✓	✓			
10. To enhance the documentation and review process for Institutional Imagination Initiative (I3) projects to include implementation and assessment results.	✓	✓					✓	✓			
TOTALS	1	3	2	0	1	1	9	6	1	3	0
10 Institutional Objectives											

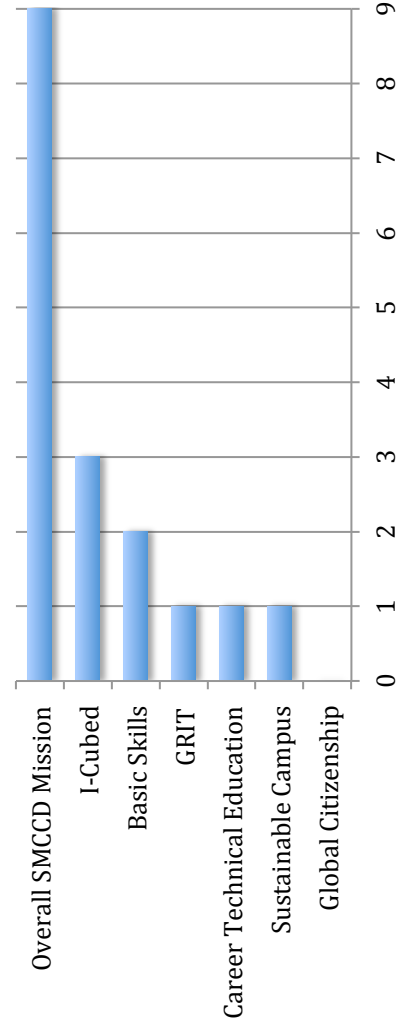
Institutional Objectives, 2014-2015 Level of Completion



10 Institutional Objectives

- 6 Completed
- 1 Substantially Completed
- 3 Addressed
- 0 Not Addressed

Institutional Objectives, 2014-2015 Related to Overall Mission, District Priorities and Strategic Initiatives



10 Institutional Objectives

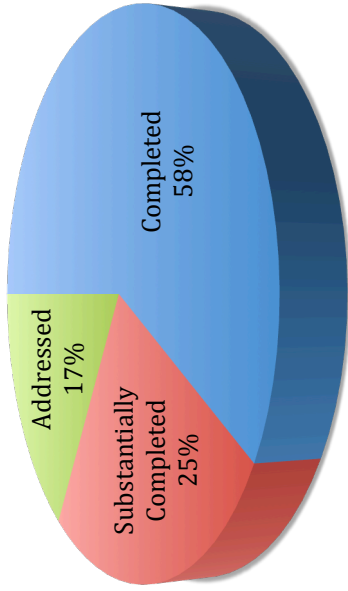
- 9 Overall SMCCD Mission
- 3 Institutional Imagination (I³)
- 2 Basic Skills
- 1 Career Technical Education
- 1 Sustainable Campus
- 1 GRIT
- 0 Global Citizenship

**Five-Year Study of Institutional Objectives
Mapped to Institutional Initiatives/Priorities, Planning Documents
and Level of Completion**

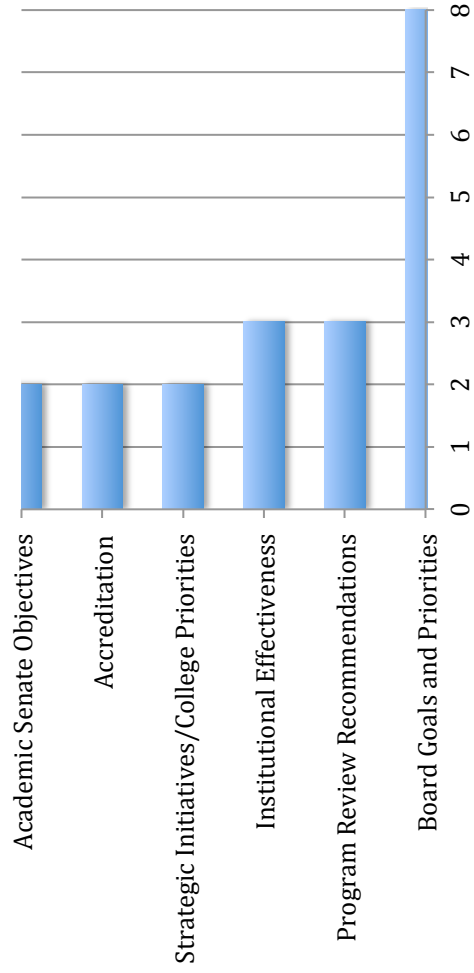
INSTITUTIONAL OBJECTIVES 2015-2016	Planning Documents						Completion Status			
	Strategic Initiative/ College Priorities	Board of Trustees Goals and Priorities	Program Review Recommendations	Institutional Effectiveness	Academic Senate Objectives	Accreditation	Completed	Substantially Completed	Addressed	Not Addressed
1. Complete and submit the 2016 Accreditation Self Evaluation report, identifying two to three major areas for improvement to include in the Quality Focus Essay and the seven year accreditation cycle.		✓			✓	✓	✓			
2. Develop guidelines for defining program-level set standards for degree and certificate completion, a timetable for instructional programs to implement and assess these standards, and a plan to integrate this reporting into the program review process.		✓			✓	✓	✓			
3. Ensure results of the Student Equity pilot programs are widely shared to inform program and institutional dialogue around improving success, retention, and outcomes performance of African-American, Latino/a, and other target group students.		✓					✓			
4. Review previous facilities assessments and develop future capital outlay plans in alignment with the Facilities Master Plan.		✓		✓				✓		
5. Explore and inventory unmet space needs and physical facilities available to accommodate those needs, including program space (e.g. Supplemental Instruction) and office space (e.g. to accommodate part-time faculty office hours).		✓					✓			
6. Develop means to identify and integrate the total cost of ownership into the procurement processes			✓				✓			
7. Develop a plan for establishing consistent baseline funding for technology, infrastructure, and the staff needed to maintain and support all areas of the College in alignment with the Technology Master Plan.			✓					✓		
8. Develop and implement innovative strategies designed to reach new markets and remove enrollment barriers to meet enrollment targets		✓						✓		
9. To address logistical challenges facing students in using instructional support services,				✓					✓	
10. Explore and pilot the use of non-traditional data collection methods and/or third-party data collection sources to more effectively track job placement of CTE students.	✓	✓	✓	✓			✓			

11. Develop and implement a long-term plan to increase the percentage and net number of full-time faculty. The plan will include a target percentage, timelines, and benchmarks.		✓									✓									
12. To organize and begin operating an Applied/Service learning center that will expand and support service learning experiences and volunteer opportunities for students.	✓													✓						
TOTALS			2	8	3	3	3	2	2	2	2	7	3	2	0					
12 Institutional Objectives			2	8	3	3	2	2	2	2	7	3	2	0						

Institutional Objectives, 2015-2016 Level of Completion



Institutional Objectives, 2015-2016 Related to Planning Documents and Strategic Initiatives



12 Institutional Objectives

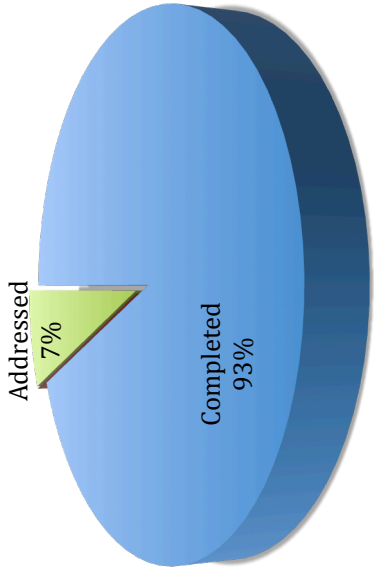
- 2 Academic Senate Objectives
- 2 Accreditation
- 2 Strategic Initiatives/College Priorities
- 3 Institutional Effectiveness Observations
- 3 Program Review Recommendations
- 8 Board of Trustees Goals and Priorities

**Five-Year Study of Institutional Objectives
Mapped to Institutional Initiatives/Priorities, Planning Documents
and Level of Completion**

Institutional Objectives	Planning Documents								Completion Status		
	Strategic Initiative/ College Priorities/ IIOs/Supporting Goals	Board of Trustees Goals and Priorities	Program Review /IE Recommendations	Academic Senate Objectives	Accreditation	Completed	Substantially Completed	Addressed	Not Addressed		
<p>INSTITUTIONAL OBJECTIVES 2016-2017</p> <p>Note: Starting in 2015-2016, the Institutional Objectives are mapped to relevant planning documents as well as to Strategic Initiatives/College Priorities.</p> <ol style="list-style-type: none"> 1. Develop a future capital outlay plan in alignment with the updated Facilities Master Plan. 2. Develop a plan to efficiently and effectively provide for the cooling needs of district facilities for the next five years, including a specific implementation timeline for Summer 2017 3. 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. 4. Convert the class scheduling process from a physical to an electronic format. 5. Revisit the plan developed by the Ad Hoc Full-Time Faculty Task Force to adjust benchmarks as needed with the goal of implementing a long-term plan to increase the percentage and net number of full-time faculty. 6. Identify strategies increase student enrollment including an implementation timeline for each. 7. Identify ways to infuse financial literacy throughout the curriculum with the intent to improve student success. 8. Establish consistent baseline funding for technology infrastructure including staff and begin establishing benchmarks and best practices to evaluate maintenance and support across all College technology operations. 9. Develop a strategic plan for Learning Resources to provide comprehensive, integrated, and sustained instructional support to students. 10. Convene College stakeholders to develop a data-driven work plan in support of the Strong Workforce Program to improve Career Technical Education outcomes. 	✓	✓		✓		✓					
	✓	✓			✓	✓					
	✓			✓		✓					
	✓	✓		✓		✓					
	✓	✓		✓		✓					
	✓	✓			✓	✓					
	✓	✓				✓					
	✓	✓			✓	✓					
	✓	✓				✓					
	✓	✓		✓		✓					

11. Prepare a report describing the practices and outcomes associated with the GRIT strategic initiative designed to support academic success through the development of non-cognitive skills and integration into the work and mission of the institution. Develop a “toolbox” of proven GRIT strategies for faculty and staff working with students to promote academic success.	✓	✓							✓				
12. Explore options for collecting more accurate data on alternative methods of transportation utilized by SMC staff and students to inform additional strategies to increase sustainability options.	✓	✓	✓	✓	✓	✓			✓				
13. Develop a strategic plan for 2016-2021.	✓				✓				✓				
14. Identify tools and methods that will integrate Student Equity activities and similar student success projects across campus in order to maximize the impact on students.	✓	✓	✓						✓				
15. Conduct a survey of the campus community related to health, safety and environmental issues and develop a plan to address identified concerns.	✓	✓	✓								✓		
TOTALS 15 Institutional Objectives	15	12	4	7	5	14	0	1	0	0	0	0	0

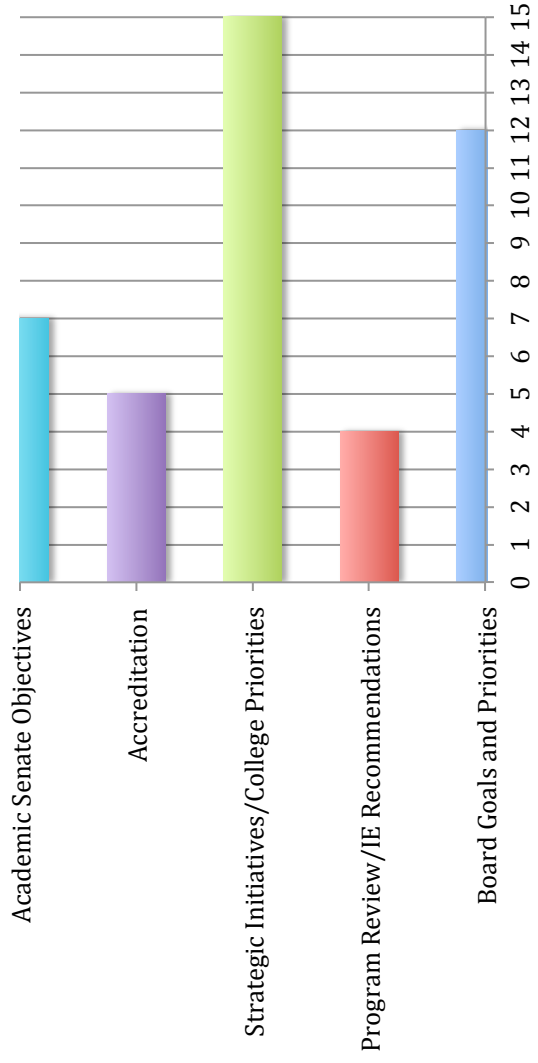
Institutional Objectives, 2016-2017 Level of Completion



15 Institutional Objectives

- 14 Completed
- 0 Substantially Completed
- 1 Addressed
- 0 Not Addressed

Institutional Objectives, 2016-2017 Related to Planning Documents and Strategic Initiatives



15 Institutional Objectives

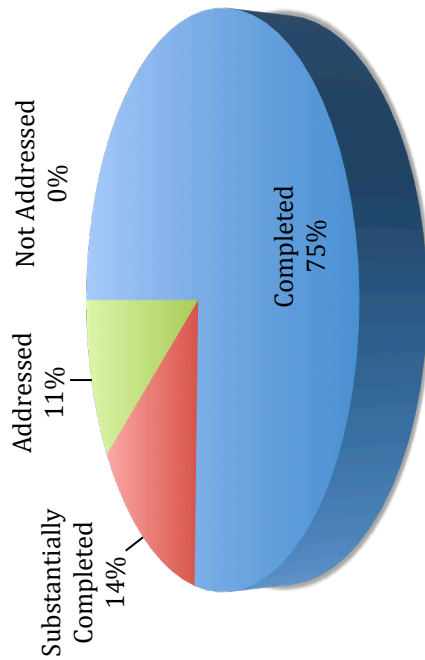
- 7 Academic Senate Objectives
- 5 Accreditation
- 15 Strategic Initiatives/College Priorities
- 4 Program Review/IE Recommendations
- 12 Board of Trustees Goals and Priorities

Santa Monica Community College District

Strategic Initiatives	Overall SMCCD Mission				College Priorities				Completion Status			
	GRT	Institutional Imagination	Basic Skills	Global Citizenship	Sustainable Campus	Career Technical Education	Completed	Substantially Completed	Addressed	Not Addressed		
INSTITUTIONAL OBJECTIVES 2012-2013 – 2014-2015 Note: Institutional Objectives are developed annually to address specific priorities for the year. College programs and activities that have been institutionalized as part of the overall mission of the College or are addressed through other planning processes may not be represented.	3	4	2	0	0	2	10	1	0	0		
	3	2	3	0	3	3	6	3	0	0		
	1	3	2	0	1	1	6	1	3	0		
2012-2013 Totals 11 Institutional Objectives												
2013-2014 Totals 9 Institutional Objectives												
2014-2015 Totals 10 Institutional Objectives												

INSTITUTIONAL OBJECTIVES 2015-2017 Note: Starting in 2015-2016, the Institutional Objectives are mapped to relevant planning documents as well as to Strategic Initiatives/College Priorities.	Planning Documents						Completion Status			
	Strategic Initiative/ College Priorities	Board of Trustees Goals and Priorities	Program Review/IE Recommendations	Academic Senate Objectives	Accreditation	Completed	Substantially Completed	Addressed	Not Addressed	
2015-2016 Totals 12 Institutional Objectives	2	8	6	2	2	7	3	2	0	
2016-2017 Totals 15 Institutional Objectives	15	12	4	7	5	14	1	1		
2011-2012 through 2016-2017 Completion Status						43	8	6	0	

**2011-2012 -- 2016-2017 Institutional Objectives
Completion Status**



SANTA MONICA COMMUNITY COLLEGE DISTRICT

Capital Outlay Program Bond Project Report July 1, 2017 Prepared by SMC Facilities Planning

Introduction

The District's capital outlay program consists of larger non-maintenance projects that are generally over \$100,000, typically financed by local taxpayer approved bonds. The capital projects include new buildings, replacement buildings, renovations, property acquisition, parking, site work, landscaping, infrastructure, security, and technology.

Over the last several decades, Santa Monica and Malibu voters have approved five safety and modernization bond measures in support of the college's career and academic programs:

Proposition T	1992	\$ 23,000,000
Measure U	2002	\$160,000,000
Measure S	2004	\$135,000,000
Measure AA	2008	\$295,000,000
Measure V	2016	\$345,000,000

By way of background, local bonds financed the original Main Campus, built in the 1950s and 1960s. However, in subsequent years until 1992, the District depended primarily on limited state funding, so only a few large projects were built. After the 1994 Northridge Earthquake and the extensive damage to the Main Campus, the District received federal FEMA support for rebuilding which started the current era of major construction on the campus.

In addition to the local bonds listed above, there has been significant financial support from federal, state and city sources along with the District's own capital funds.

The 1998 Facilities Master plan was a major effort in guiding the modernization and development of the Main Campus after the Northridge earthquake. Additional facility assessments were conducted in 2001, 2002, and 2003. In 2007, a master plan was added for the development of the Bundy Campus. In 2010, an update of the Facilities Master Plan was completed to address other safety and modernization improvements on the Main Campus and to incorporate the satellite campuses.

A new Facilities Master Plan Update is currently underway and will be completed in 2017 to guide the progress in completing Measure AA projects and new projects under Measure V.

Highlights of the completed projects include the purchase of the Bundy Campus and Emeritus College, and the construction of the Theatre Arts, Broad Stage, HSS Building, Campus Quad and Information Technology.

Projects completed in 2017:

Core Performance Center
Music Hall at the SMC Performing Arts Center
Center for Media and Design

Projects expected to start construction in 2018:

Malibu Campus
Santa Monica Early Childhood Lab School

Projects expected to be completed in 2019:

Student Services

Bond Program Overview

Project	Funding Source	Total Cost	Status 6/30/13
Purchase of Bundy Site	U	\$30,280,878	Completed 2002
Emeritus College	U, SMC Foundation	\$9,603,782	Completed 2003
Purchase of 1738 Pearl Street	U	\$749,208	Completed 2003
Library Renovation & Expansion	T, State, FEMA	\$23,600,000	Completed 2003
PE/Dance/Athletics Office Relocation	U	\$2,797,033	Completed 2004
Math Complex	U	\$1,458,690	Completed 2004
Bundy Campus West Building	U	\$23,291,387	Completed 2005
Malibu Storm Water Infrastructure P-I	S	\$2,500,000	Completed 2005
Renovation of Theatre Arts	U	\$19,544,314	Completed 2006
Music Complex - Performing Arts	U	\$4,623,547	Completed 2007
HSS North/South	U, State, FEMA, City	\$29,240,945	Complete 2006/7
Shuttle Parking Acquisition & Constr.	U	\$18,969,509	Completed 2007
Malibu Storm Water Infrastructure P-II	S	\$2,500,000	Completed 2008
Broad Stage - Performing Arts	S, SMC Foundation	\$40,690,201	Completed 2008
Athletic Fields - John Adams	S	\$2,969,807	Completed 2008
Main Campus Quad	U	\$11,388,463	Completed 2008
Bundy New Driveway & Signal	S	\$3,825,841	Completed 2009
Athletic Fields - Corsair Field	S	\$4,440,065	Completed 2009
Pico Phase I - Lot 6 & Structures	S	\$1,018,009	Completed 2009
Infrastructure & Safety Phase I	U	\$4,003,084	Completed 2010
Purchase of 1516 Pico Blvd.	AA	\$1,748,667	Completed 2010
Purchase of 1510 Pico Blvd.	AA	\$4,009,228	Completed 2011
Purchase of 919 Santa Monica Blvd.	AA	\$9,029,287	Completed 2011
Bundy/Airport Classroom Relocations	AA	\$3,162,183	Completed 2012
Library Village Relocation & Bike Park	AA	\$1,448,275	Completed 2013
Bundy/Airport Parking	AA	\$2,035,375	Completed 2013
Information Technology	AA	\$23,978,879	Completed 2015
Media & Technology – Academy Site	AA	\$103,219,665	Finish Fall 2017
East Wing - Performing Arts Center	AA	\$27,608,816	Completed 2017
Health, PE, Fitness, Dance, Cent. Plant	S, AA	\$58,272,030	Finish Fall 2017
Security and Fire Alarm Upgrade	AA	\$10,320,799	Finish Fall 2017
Central Plant Loop Connections	AA	\$11,206,164	Finish Fall 2017
Student Services	U, S, AA	\$130,224,164	Under Construction
Child Development Center	AA, City	\$13,176,578	DSA Approved
Malibu Campus	S, AA	\$35,000,000	DSA Approved
Math and Science	AA, V, State	\$87,944,336	Planning Fall 2017

Projects Under Construction or Recently Completed

Center for Media & Design (Academy Campus)

Project Description: This project includes the construction of a new 440-space Parking Structure. Also includes major renovation of the existing 50,000 SF AET building, a new 30,000 SF addition to the existing AET building, a new 33,000 SF building for the KCRW radio station, a new central courtyard, and new landscaping.

Current Progress: Construction on the parking structure is almost complete. Progress interior walls and finishes, electrical, mechanical and plumbing are underway on the other buildings. Site work and landscaping are underway.

Project Schedule: Parking Structure and Academic Buildings early fall 2017; KCRW late fall 2017

Estimated Project Cost: \$103,219,665

Funding Sources: Measure AA, KCRW Foundation

Music Hall– Performing Arts Campus (East Wing Earthquake Renovation)

Project Description: Replacement of the seismically deficient East Wing of the Madison Building with a new facility for the Music Department including a Music Hall for rehearsals, performances and special events; a piano teaching lab; and a classroom for voice and choir instruction. Project includes new plaza and entry to the Edye Second Space.

Project Schedule: *Completed Spring 2017*

Estimated Project Cost: \$27,608,816

Funding Sources: Measure AA

Core Performance Center (Replacement Health, Fitness, Dance, and PE Building and Central Plant)

Project Description: The project consists of the demolition of the existing 1958 Locker Room building and replacing it with a new three-story 66,000 SF complex. The new building consists of athletic facilities, fitness center with climbing wall, fitness studios and dance studios.

Since this building is located in the center of campus, it is an ideal location for the central cooling plant which is an energy efficiency project designed to generate chilled water for efficiently for air cooling in buildings throughout the main campus.

Project Schedule: Phase 1 Completed; Phase 2 late fall 2017

Estimated Project Cost: \$58,272,030

Funding Sources: Measure S, AA, State and Utility Energy Incentives

Security and Fire Alarm

Project Description: To better protect student and staff during emergency situations the college is upgrading all its security systems, including access control, video surveillance, and intrusion alarms as well as its fire alarm and mass notification systems to newer digital technologies.

Project Schedule: Fire alarm complete, security in construction with spring 2018 completion.

Estimated Project Cost: \$10,320,799

Funding Sources: Measure AA

Central Plant Building Connections

Project Description: To connect and retrofit individual buildings to the chilled water loop from the Central Plant. Buildings include Business, HSS, Library and Science.

Current Progress: HSS, Business, Science, and Library in final stages of construction.

Project Schedule: In construction, estimated completion fall 2017.

Estimated Project Cost: \$11,206,164

Funding Sources: Measure

Student Services Building

Project Description: The new Student Services building will facilitate the centralization of all Student Services operations that are presently dispersed throughout the campus and housed in temporary buildings. This project provides office and service space for approximately 25 Student Services functions. The new building will be sited near the Pico Boulevard main entrance to the SMC campus and thereby provide immediate access for students and members of the college community.

This proposed project also includes accommodation for vehicular access/egress, and underground parking, all in compliance with the Master Plan goal to provide more below grade vehicle parking at the main campus.

Current Progress: Parking garage in complete, above ground building underway.

Project Schedule: In construction, completion Winter 2019.

Estimated Project Cost: \$130,224,164

Funding Sources: Measure S, U and AA

Projects in Pre-Construction Phase

Malibu Site Campus

Project Description: In the 1970s and early 1980s, Santa Monica College offered about 70 general education classes and several non-credit classes in Malibu throughout a semester. Today, the program is limited to a few classes offered in school district buildings.

The recommended site acquisition and facility will be a classroom facility to provide general education classes, science, art and Emeritus College classes. There is also an interpretive center to highlight natural environment and history of Malibu and a Sheriff's sub-station. The District has worked cooperatively with the City of Malibu and the County of Los Angeles in planning a site at the Malibu Civic Center.

Current Progress: Approvals received from DSA, City of Malibu, and the Coastal Commission. Additional approvals from the County of Los Angeles expected in Fall 2017.

Project Schedule: Construction start in Spring 2018

Estimated Project Cost: \$35,000,000

Funding Sources: Measure S, AA

Santa Monica Early Childhood Lab School

Project Description: SMC currently has no dedicated childcare facility and offers lab instruction through various local childcare providers. The District lacks a teaching laboratory facility in Early Childhood Education available at many other community colleges. This project provides for a childcare center for the community plus college instructional facilities. The City of Santa Monica is a partner in this project, providing the site at the Civic Center and a portion of the building funds.

Current Progress: DSA approval received, awaiting approval by Coastal Commission.

Project Schedule: Pending approval by the Coastal Commission, construction starts in Spring 2018.

Estimated Project Cost: \$13,176,578

Funding Sources: Measure S with City of Santa Monica

Projects in Active Design Phases

None

Future Projects (Measure V)

The following projects were included in the 2016 Measure V Bond language and will be further developed during the Facilities Master Plan Update process:

Science and Math Extension. Santa Monica College is renowned for its science and allied health programs; however, the existing labs for Life, Physical and Earth Sciences are at capacity; also, the current facility for the Math Department consists of temporary trailers and lacks the infrastructure for smart classrooms or support for the use of modern technology for instructional use. Consolidating Math and Science programs into a new Science Extension building supports interdisciplinary interaction. The building extension would qualify for up to \$40 million in State funding, which requires a local match. The building will contain an upgraded planetarium and a community lab for all ages, including a nutrition and culinary lab in support of the College's nutrition program. Approval received for partial state funding. *Planning to start fall 2017.*

Replacement of Temporary Classrooms. Bond proceeds would be used to replace the 1994 temporary trailer Math Village classroom complex with permanent First Year Experience classrooms, student support study space and instructional support labs. These trailers were rushed into service following the 1994 Northridge Earthquake and have exceeded their time of usable service. Additionally, proceeds would be used to replace the 1984 modular English as a Second Language classroom building. This modular building lacks fire sprinklers, is poorly ventilated and has also exceeded its time of usable service.

Upgrading, Renovation or Replacement of Two 1950's Buildings. The 1952 Liberal Arts building has the poorest Facility Condition Index rating on the College's main campus, lacks fire sprinklers and does not have an elevator. The 1952 Letters & Science building has the second poorest Facility Condition Index rating on the main campus, and also lacks both fire sprinklers and an elevator.

Renovation of Business Building. The 1981 Business Building is overdue for renovation. The building houses a large number of computer classrooms and labs.

Replacement of Campus Police Station. The current police facility is antiquated and undersized. Applying bond proceeds to the replacement, construction, renovation and relocation of the campus police station and including a public space for community and neighborhood use will improve public and campus safety.

Upgrading, Renovation or Replacement of Art Building. An upgraded, renovated or newly constructed art structure will replace aging building systems and improve space distribution for the many disciplines within the Art Department. The College is eligible to receive up to \$10 million in State funding for this project, which requires a local match.

Landscaping/ Water Conservation Improvements and Completing Pico Boulevard Frontage Improvements. Applying bond proceeds for landscaping improvements, including landscaping improvements to complete the main campus Pico Boulevard frontage, will improve water conservation through water reclamation and installation of drought resistant landscaping.

Completing Master Plan Improvements at the Santa Monica College Performing Arts Center Campus. Construction at the Performing Arts Center campus has proceeded in phases, in coordination with available funding. The first phase added the Broad Stage and the Edye Second Space theaters. The second phase has added an East Wing rehearsal hall and music performance labs. The final phase, to be funded from bond proceeds, will include an underground three-level parking structure to replace most of the existing surface parking, along with an above-ground art gallery and green-space plaza. The theaters at the Performing Arts Center are among the most heavily used theaters in Los Angeles County.

Designing and Installing an Outdoor Classroom. The design, construction, installation and improvement of a venue for outdoor plays and class lectures.

Converting Library Interiors. Conversion of existing Library floor space used for book stacks to construct and install additional student study areas, tutoring and collaborative learning spaces that will support student success.

Making Environmental Performance Improvements. Bond funds will be used to upgrade District facilities to achieve energy or resource use efficiency and water conservation and achieve sustainability for District operations.

Upgrading Technology Infrastructure. Bond proceeds will be applied to renovate, replace, upgrade, acquire, install and integrate major site, building and utility systems, equipment and related infrastructure, including lighting, electrical, wiring and related infrastructure for modern technology, classroom instructional technology, communications and security technology (including security cameras and monitoring systems), data, voice, public address and audio-visual communication, energy efficiency, management monitoring systems, networks, fixtures, controls and equipment, cable infrastructure, network expansion, wireless access points and other communications and administrative systems.

COMMUNITY JOINT USE PROJECTS

Providing for a Joint Use Project with the City of Santa Monica. The College will provide up to \$20 million in bond funds for the expansion of the City of Santa Monica's Memorial Park to accommodate soccer and/or other field sports for use by College students and the general public.

Providing for a Joint Use Project with the Santa Monica-Malibu Unified School District. The Johns Adams Middle School Auditorium, adjacent to the College's main campus, has suffered earthquake damage and is no longer in service. The College will make available bond funds as needed to assist the School District in renovating or replacing the auditorium with a seating capacity of approximately 750, for joint use.

Providing for City of Malibu Infrastructure and Community Educational Facilities. The College will provide up to \$25 million in funding enhancements to its instructional presence in Malibu in partnership with the City of Malibu.

2016-2017 ANNUAL REPORT

INTRODUCTION

2016-17 was an eventful year for Santa Monica College. This list of accomplishments is notable, but is not comprehensive—the college’s employees have achieved so much more in the year that has gone by. I hope you will take the time to read the annual report: it represents the indefatigable SMC spirit and the dedication of SMC’s faculty, classified employees, managers and administrators to student success.

Here are 2016-17’s key highlights:

- Santa Monica College submitted its self-evaluation report to the Accrediting Commission for Community and Junior Colleges (ACCJC) in August 2016, and the accreditation site visit took place in October 2016. The Superintendent/President in February 2017 was informed that the ACCJC had reaffirmed Santa Monica College’s accreditation for 18 months; a follow-up report is due in August 2018. It was heartening to note the long list of commendations—including praise for SMC’s online education plans; student transportation; campus safety; and more—in the visiting team’s final report. The college has already begun addressing the recommendations made for improvement.
- Santa Monica and Malibu voters passed Measure V, a \$345 million bond for Santa Monica College—with 64 percent approval—in the November 2016 election. Measure V will make it possible to update aging facilities including the Math and ESL trailers, and two classroom buildings constructed in the 1950s, among others. It will also enable joint-use projects: with the Santa Monica-Malibu Unified School District to replace the defunct auditorium at John Adams Middle School, and with the City of Santa Monica to expand Memorial Park for more athletic field space.
- Santa Monica College retained its No. 1 position in transfers to the University of California—for the 26th straight year. SMC transferred a total of 1,120 students—an all-time record high—to UCLA, UC Berkeley, and other UCs. SMC was also No. 1 for transfers to the UC and the California State University systems combined and remains the top feeder west of the Mississippi to the Ivy League Columbia University. SMC remains No.1 in transfers to USC and Loyola Marymount University. A new “LMU Transfer Pathway Program” was launched, which guarantees admission for students who meet certain requirements.
- Two modern buildings were inaugurated, featuring state-of-the-art classrooms, studios, a fitness center, and more: the Core Performance Center for the Kinesiology, Dance, and Athletic programs; and the East Wing at the SMC Performing Arts Center. Much progress was made on the Center for Media and Design and the KCRW Media Center on Stewart Street, which is slated for a fall 2017 opening.
- The hugely successful SMC/UCLA Science and Research Initiative—funded by a \$5.8 million federal Science, Technology, Engineering, Math (STEM) U.S. Department of Education grant in 2011—got another boost in the form of a nearly \$6 million grant—also from the Department of Education—in fall 2016 to increase the number of Hispanic, and other low-income community college students interested in transferring to a four-year program or pursuing a career in STEM.
- The college also embarked on a “strategic planning” process in 2016-17, something that has historically been carried out every five to six years. The consultancy group the Collaborative Brain Trust facilitated this effort, and it was spearheaded institutionally by a Strategic Planning Task Force and three workgroups. The process involved all constituent groups (both internal and external), and resulted in new draft strategic initiatives, a set of priorities for the next five years. Also included was an update of the college’s mission statement, a review of student success and equity programs, institutional planning processes, and the organizational structure.
- 43 new credit courses and 13 new noncredit courses were approved in the 2016-17 academic year. 28 courses were approved to be offered via distance education. Three new Associate Degrees and Associate Degrees for Transfer, three Department Certificates, and six Certificates of Completion in Noncredit Programs were also approved.

- SMC unveiled priority enrollment for Santa Monica and Malibu residents and local graduates, effective winter 2017, as the first phase of the Santa Monica College Promise Program.
- It was a particularly successful year for the college’s online education program. Roughly 1,000 courses were migrated into Canvas, the college’s new online course management system. In 2016-17, online course offerings reached an all-time high—11,191 sections—and included the debut of eight new online classes. SMC also moved up to the No. 5 slot among California Community Colleges for full-time distance education students.
- The SMC/SMMUSD Young Collegians Program celebrated its tenth summer. The college’s Dual Enrollment Program continued to grow. A total of 42 dual enrollment classes were offered, 15 of them in SMMUSD high schools. Remedial math was also offered for the first time to high school students, brought about by the passage of AB 288 and the implementation of the College and Career Access Pathways (CCAP) agreement.
- Big strides were made in Career and Technical Education. SMC secured over \$2.2 million in Strong Workforce Program funds at the regional level, to support the creation of career pathways in several high-demand areas, and also as a project lead for the Los Angeles Region’s collective marketing investment. The LA HI-TECH grant closed its third year having served 1,000 students and having offered a total of 53 class sections in the Information and Communication Technology (ICT) Pathways in six local high schools.
- Santa Monica College received more than \$9 million in grants in 2016-17. These included the five-year \$6 million STEM grant from the U.S. Department of Education; more than \$400,000 from the National Science Foundation to provide scholarships for low-income STEM students; funding from the Mark Hughes Foundation and from the Sidney Stern Memorial Trust for the SMC Guardian Scholars Program, and more.
- The college also won—in partnership with Arizona State University—a \$2 million Award for Innovation in Higher Education from the California Department of Finance to develop innovative technology that increases completion rates and ultimately makes college more affordable.
- The SMC Foundation distributed more than \$670,000 in 780 scholarships to 548 students in 2016-17. The Foundation’s projected revenue for 2016-17 is \$2.9 million—an increase of 55 percent over the previous year.
- It was another record-setting year for SMC Athletics: the Santa Monica College women's basketball team won the Western State Conference (WSC) South Division Championship; the men’s volleyball team made the “State Final Four” for the fourth straight year; the women’s tennis team finished as WSC co-champions, and capped the year as the 3rd ranked team. Plus, the women’s soccer team finished 2nd in the WSC.
- The college won two prestigious national awards for the Global Citizenship Initiative: the Institute for International Education (IIE) Andrew Heiskell Award for Innovation in International Education, and the NAFSA Senator Paul Simon Award for Comprehensive Internationalization. SMC is one of a handful of institutions that have received both awards in the same year.
- In 2016-17—as of May 31, 2017—Santa Monica College disbursed \$49,423,889 in financial aid. Additionally, \$26, 225,495—also as of late May—was paid in Pell Grants to 7,829 recipients.
- The annual independent audit marked the tenth consecutive year without any financial findings. The college also received an “unmodified opinion” on both the 2015-16 financial statements as well as on its Federal Single Audit—a separate audit and review of federal grants.

- The college closed 2015-16 with a general fund balance of \$23,925,591 million or 14.42 percent. In order to maximize revenue, the college “borrowed” 313 credit FTES from summer 2016, which generated additional revenue. Like most community colleges across the state and nation, SMC is experiencing a softening in enrollment. Efforts are underway to attract new markets, as well as to focus on how best to address these challenges while continuing to serve as many students as possible.
- In collaboration with Associated Students, Santa Monica College established a relationship with the Westside Food Bank, and opened four food closets. A partnership with Food Forward and CEUS set up a popular free farmer’s market, giving away thousands of pounds of fresh produce to students.
- In 2016-17, Santa Monica College students’ use of alternative transportation modes reached an all-time high of 69 percent. And, within weeks of opening the Expo Line, the Big Blue Bus estimated that over 1,000 students and employees were using the new train to get to campus.
- A new personal safety mobile app “LiveSafe” was launched, providing students and employees a convenient and discreet way to communicate directly with college police personnel.
- SMC employees benefitted from well over 60 Human Resources trainings and workshops focused on ensuring that the college remains a safe, productive, and diverse workplace.
- The Broad Stage at the SMC Performing Arts Center celebrated its ninth season. It was an exceptional year—the first-ever Ovation Award garnered in the “Best Presented Production” category for Headlong Theater’s *1984*, which moved on to Broadway. Other standout performances during the season included those by opera superstars Angela Gheorghiu, Piotr Beczala, Vittorio Grigolo, Diana Damrau, Michael Fabiano and Joseph Calleja; plus performances by Madeleine Peyroux, Diavolo, Matthew Morrison, and Chita Rivera, to name a few. The Student Matinee Program served over 15,000 students and 581 teachers from 141 Los Angeles area schools.
- KCRW ended its first-ever major capital campaign in December 2016 with a total of \$22.4 million from private sources, exceeding its goal by \$2.2 million. The station’s audience rose dramatically both digitally and on the radio during the post-election season. Fundraising also rose by 20 percent during this time. The LA Press Club awarded KCRW with numerous recognitions including Journalist of the Year for Madeleine Brand, plus an Investigative Award for Karen Foshay’s “Burned: Tales of Abuse in the Restaurant Industry” and documentary work for producers David Weinberg and Nick White’s “We Are Not Alone”. Planning is underway for a grand opening in December 2017—along with Santa Monica College—of the new KCRW Media Center at the SMC Center for Media and Design. KCRW’s new home will highlight the connection between SMC and KCRW—students will have opportunities to experience the professional radio environment in addition to classroom learning.

Last, but certainly not the least, here are just a few of the distinguished accolades earned by Santa Monica College programs and students: in the CPA exams (according to a National Association of State Boards of Accountancy report), SMC had, on average, a higher CPA exam pass rate than that of all California community colleges, CSU campuses, and private universities, even outperforming three University of California campuses.

Carrie Finklea became the third SMC student to have a short film (“Spaghetti Romance”) accepted into The 20th American Pavilion Emerging Filmmaker Showcase during the 2017 Cannes Film Festival. The student newspaper *The Corsair* won six awards from the Journalism Association of Community Colleges and ten national Pinnacle Awards from the College Media Association, among others. The Speech and Debate Team won several regional awards, and eight awards at the Phi Rho Pi National Speech and Debate Tournament.

The SMC Law Pathway Program celebrated its first graduates—they've earned priority admission review at six prestigious California law schools. And, for the sixth year in a row, SMC's Theatre Arts program was invited to compete in the regional 2017 Kennedy Center American College Theater Festival where they gave sold-out performances of "Quartet: 4 Short Plays by Samuel Beckett;" and our students won prestigious awards and scholarships.

These accomplishments represent the dedication of Santa Monica College employees to student success and to a high level of innovation. I am deeply grateful to the SMC Board of Trustees for their visionary leadership, and I am confident that Santa Monica College will transcend system-wide obstacles, reimagine how to best serve students in a changing world, and continue to retain its place of distinction as one of the best community colleges in America.

Kathryn E. Jeffery, Ph.D.
SMC Superintendent/President

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