



**MASTER PLAN**  
**FOR EDUCATION**

Achieving the  
**Santa Monica College**  
**Vision**

**C**hanging Lives Through  
Excellence in Education

**Revision – September, 2007**

# **Master Plan For Education**

**Revised September, 2007**

***Achieving the Santa Monica College Vision***

***Changing Lives through  
Excellence in Education***



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# **SANTA MONICA COLLEGE MASTER PLAN FOR EDUCATION 2007**

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 at least once every six years. This last occurred in 2002, with a revision of the College's Vision, Mission, and Goals statements and the identification of major planning issues to guide the development of institutional objectives for future years.

In order to formulate objectives for 2007-2008, the college vice presidents consulted with appropriate faculty and staff within their divisions and with the Superintendent/President prior to preparing a draft of the objectives to be reviewed by the District Planning and Advisory Council (DPAC). All constituent groups represented on DPAC were also asked to submit proposed objectives, and several of the adopted 2007-2008 objectives emerged from that body's discussion of the draft document.

This final document is the result of review and approval by the District Planning and Advisory Council.

## **VISION**

*Santa Monica College:  
Changing Lives  
Through Excellence In Education*

## **MISSION**

*Santa Monica College strives to create a learning environment that both challenges our students and supports them in achieving their educational goals. We prepare our students to contribute to the global community as they develop an understanding of their personal relationship to the world's social, cultural, political, economic, technological, and natural environments.*

*To fulfill this mission, the College provides open and affordable access to excellent associate degree and occupational certificate programs. These programs prepare students for successful careers, develop college-level skills, enable transfer to universities, and foster a personal commitment to lifelong learning.*

*Santa Monica College serves, represents, and embraces the community's racial and cultural diversity. We promote the exchange of ideas in an open, caring community of learners and recognize the critical importance of each individual to the achievement of our vision.*

## **GOALS**

### **Student Success:**

*The College's learning environment will challenge, motivate, and support students. The College will use data on student outcomes to enhance educational programs and services.*

## **Academic Excellence:**

*The College will uphold its tradition of academic excellence and innovation centered on a strong core of classified staff, faculty, and administrators. All are dedicated to the lifelong development of individual skills and competencies.*

## **Community of Mutual Respect:**

*The College will be exemplary as a diverse community of mutual respect—a community characterized by respect for the individual, free exchange of ideas, broad collaboration, and participation in college governance.*

## **Effective Use of Technology:**

*The College will promote access to technology to achieve its goals.*

## **Community Partnerships:**

*The College will develop public/private partnerships to meet the educational needs of our community, ensure financial viability, and promote employment of our students and alumni.*

## **Supportive Physical Environment:**

*The College will acquire, plan, develop, and maintain facilities and equipment to provide the best possible educational environment and promote the use of sustainable resources.*



# **MASTER PLAN FOR EDUCATION 2007-2008 INSTITUTIONAL OBJECTIVES**

## **ALL GOALS**

**OBJECTIVE 1.** To develop three to five strategic initiatives and action plans. (All Areas)

**OBJECTIVE 2.** To review the College's Vision, Mission, and Goals statements and revise them as needed. (All Areas)

**OBJECTIVE 3.** To develop institutional learning outcomes and incorporate them into the revision of the College's Vision, Mission, and Goals statements. (All Areas)

**OBJECTIVE 4.** To begin planning for the 2010 accreditation self-study process. (All Areas)

**OBJECTIVE 5.** To develop and implement a revenue and expenditure plan that will address the loss of base revenue that will result from the "pay-back" of borrowed FTES in 2008-2009. (Business and Administration)

**OBJECTIVE 6.** To develop institutional research priorities in concert with all areas of the College. (Enrollment Development)

## **GOAL I. Student Success**

**OBJECTIVE 7.** To further develop noncredit curriculum and implement a timeline for the implementation of the CAHSEE (California High School Exit Exam) Grant work plans. (Academic Affairs)

**OBJECTIVE 8.** To complete the district plan and timelines for implementing the Basic Skills Initiative. (Academic Affairs; Student Affairs)

**OBJECTIVE 9.** To explore new enrollment development opportunities through expanded use of satellite facilities, new or expanded occupational programs, and increased use of multiple short-term modules. (Academic Affairs; Enrollment Development)

**OBJECTIVE 10.** To develop and implement a comprehensive student communication plan designed to optimize student enrollment and retention. (Enrollment Development)

**OBJECTIVE 11.** To develop and implement a comprehensive, online student early alert program (PASS—Preliminary Assessment of Student Success) to identify and assist students who are at risk academically and return them to successful standing by providing essential follow-up activities. (Enrollment Development; Information Technology; Student Affairs)  
\*\*Effective Use of Technology

**OBJECTIVE 12.** To augment and improve assessment/placement testing modes of delivery to accommodate student testing at off-campus locations. (Enrollment Development) \*\*Effective Use of Technology

**OBJECTIVE 13.** To increase the number of full-time faculty members at the College to make progress towards the AB 1725 goal of a 75%/25% full-time/part-time ratio. (Human Resources; Academic Affairs; Student Affairs) \*\*Academic Excellence; Community of Mutual Respect

**OBJECTIVE 14.** To gather further data to inform discussions of expansion or addition of vocational programs beyond those currently being planned. (Planning and Development; Academic Affairs) \*\*Community Partnerships

**OBJECTIVE 15.** To complete the development of student learning outcomes for each student services area, assess these outcomes, and implement change based upon the assessment results. (Student Affairs)

**OBJECTIVE 16.** To gather further data on the retention, persistence, and success of SMC students and to implement new strategies to improve these numbers. (Student Affairs; Enrollment Development; Academic Affairs)

**OBJECTIVE 17.** To formulate a Title V Institutional Grant Advisory Board that will review the progress of the current grant effort and recommend a direction for the next Title V Institutional grant. (Student Affairs; Planning and Development; Academic Affairs)

**OBJECTIVE 18.** To increase services for distance education and online counseling. (Student Affairs; Academic Affairs)

## **GOAL 2. Academic Excellence**

**OBJECTIVE 19.** To establish a plan to “reframe” the current Liberal Arts—Transfer Associate in Arts Degree as mandated by the recent change in Title 5 regulations. (Academic Affairs; Enrollment Development; Student Affairs)

**OBJECTIVE 20.** To support the development of a new Associate in Arts degree requirement in “Global Citizenship,” as developed by the Curriculum Subcommittee of the Global Education Task Force. (Academic Affairs)

## **GOAL 3. Community of Mutual Respect**

**OBJECTIVE 21.** To develop and implement an improved system for procurement and payment that reduces delay times in ordering and payment and relies more on technology/electronic records instead of the traditional paper records. (Business and Administration)

**OBJECTIVE 22.** To develop and implement a system that increases the availability of budgetary records to all cost centers so that departments can make budgetary decisions based on the latest information. (Business and Administration)

**OBJECTIVE 23.** To develop and implement for all Fiscal Services departments websites that will have online forms, policy and procedure manuals, and up-to-date information. (Business and Administration)

**OBJECTIVE 24.** To review Human Resources Board Policies and Administrative Regulations for currency and relevancy and establish an update schedule in consultation with the Academic Senate Joint Personnel Policies Committee and other relevant participatory governance bodies. (Human Resources)

**OBJECTIVE 25.** To improve the customer service of the Human Resources Office. (Human Resources)

**OBJECTIVE 26.** To improve the operating systems used within the Office of Human Resources and the Personnel Commission. (Human Resources; Information Technology) \*\*Effective Use of Technology

**OBJECTIVE 27.** To develop and implement a more extensive orientation process for newly hired classified employees. (Human Resources)

**OBJECTIVE 28.** To improve recruitment processes so that the duration between approved recruitment process and hire is significantly reduced. (Human Resources)

#### **GOAL 4. Effective Use of Technology**

**OBJECTIVE 29.** To increase end-user technology training opportunities and effective online documentation. (Information Technology) \*\*Community of Mutual Respect

**OBJECTIVE 30.** To phase in the implementation of planned projects from 2006-2007, including the campus network upgrade project, the internet bandwidth upgrade project, the central data storage system, the single sign-on project, and the server consolidation project. (Information Technology)

**OBJECTIVE 31.** To implement the workstation replacement plan and instructional technology initiatives to ensure equitable access to technology tools and effective access to technology resources for students, faculty, and staff. (Information Technology) \*\*Student Success; Community of Mutual Respect; Supportive Physical Environment

**OBJECTIVE 32.** To develop a process for including ongoing technology maintenance and replacement costs in budget planning whenever new technology (such as smart classroom technology in new buildings) is added anywhere in the college. (Information Technology; Business and Administration; Academic Affairs) \*\*Student Success

## **GOAL 5. Community Partnerships**

**OBJECTIVE 33.** To expand the College's educational collaboration with the Santa Monica-Malibu Unified School District and begin development of the High School Transfer Academy and Early College High School. (Academic Affairs; Student Affairs) \*\*Student Success

**OBJECTIVE 34.** To improve communication and relationships with feeder high schools. (Enrollment Development; Student Affairs; Academic Affairs) \*\*Student Success

**OBJECTIVE 35.** To build upon current and develop new community and government relationships at the local, state, and national levels. (Planning and Development)

**OBJECTIVE 36.** To work with Big Blue Bus, the City of Santa Monica, and other entities to implement additional bus routes and other plans for the next phase of the transportation initiative. (Planning and Development) \*\*Student Success

## **GOAL 6. Supportive Physical Environment**

**OBJECTIVE 37.** To complete the feasibility study for converting college electrical systems to solar power and take the results into consideration for future planning. (Business and Administration)

**OBJECTIVE 38.** To develop projected maintenance and staffing costs for new buildings and implement a process for including these in budget planning. (Business and Administration) \*\*Community of Mutual Respect

**OBJECTIVE 39.** To develop a priority list for facility planning beyond that for the Student Services Building. (Business and Administration)

**OBJECTIVE 40.** To develop a plan to address staffing needs created by bringing new facilities on line. (Human Resources; Business and Administration) \*\*Community of Mutual Respect

**OBJECTIVE 41.** To work collaboratively with professional architects to complete the planning of a new Student Services building that will reflect innovative ways to deliver services to students in a more efficient and user-friendly manner. (Student Affairs; Business and Administration) \*\*Student Success

# **MASTER PLAN FOR EDUCATION 2006-2007 INSTITUTIONAL OBJECTIVES ANNUAL REPORT**

## **ALL GOALS**

**OBJECTIVE 1.** *To initiate a strategic planning process that will focus on the development of a shared vision for the College's future to enable clearer articulation of its mission and goals and to drive planning activities that are directly linked to resource allocation. (All Areas)*

The Strategic Planning Task Force completed its Year One task of identifying key strategic planning issues by soliciting input from the entire college community through surveys and focus groups. Eight priorities identified by the college community have been “clustered” into four overlapping and interconnected categories:

Student Learning and Achievement

Innovation and Leadership in Serving Students

Improve Collegiality and Communication

Funding and Resources

The task force has agreed upon an accelerated schedule for 2007-2008 in an attempt to complete what was envisioned to be a three-year process in just two years. By the end of Fall 2007, three to five strategic initiatives will be identified, and the task force will develop action plans—along with implementation phases, timetables, stakeholders, and necessary resources—for these initiatives by the end of Spring 2008. Implementation of the strategic action plans will begin during the 2008-2009 academic year.

**OBJECTIVE 2.** *To develop and implement an enrollment development plan, with the full involvement of all campus constituencies. (All Areas)*

The continued enrollment development plans in 2006-07 included participation from faculty, staff, and administration through various communi-

cation efforts to both students and the campus community. Those communications included e-mail, telephone, and in-person delivery. The planning is an ongoing and fluid process. Various sub-groups, including the Academic Senate ad hoc Enrollment Management Committee; the Enrollment Development administrative team; and a joint Academic Affairs/Student Affairs/ Enrollment Development Workgroup, work concurrently on developing strategies for enrollment.

**OBJECTIVE 3.** *To develop and implement revenue and expenditure plans that will reduce over time the College's structural operating deficit and its reliance on FTES "borrowing."* (Business and Administration)

During the 2006-2007 fiscal year, Fiscal Services developed two three-year budget reduction scenarios that outline the possible strategies the District can use to reduce the structural operating deficit. These scenarios focused on budget reductions ranging between three to four million dollars over the next three fiscal years (beginning with 2007-2008). These budget reductions are to be coupled with an assumption of growth in FTES and the use of the Cost of Living Adjustment (COLA) to sustain increases in costs that are beyond the District's control, such as utility and Health and Welfare costs. The District has made good progress in the area of balancing the operational budget and will continue, in consultation with the Budget Planning Committee, to examine ways to eliminate the structural deficit during the 2007-2008 fiscal year.

**OBJECTIVE 4.** *To implement the District Planning and Advisory Council's recommendation to redesign and improve the College's website.* (All Areas)

In 2006-07, the website redesign company School Web Services, Inc. was contracted to redesign the SMC website, provide a content management system, provide training on said system, and migrate key pages on the old SMC website. The parameters for the redesign were provided by the recommendations of the previous Website Redesign Task Force, and the selection of the company was informed by the Technology Planning subcommittee of the District Planning and Advisory Council. A campus design team, including representatives from all campus constituencies (faculty, staff, students, and administration) provided input for the design. The



design phase is complete, the migration has been done and links are being tested. Final approval by departments affected by the migration will occur in September. The new site is projected to be launched on October 1, 2007. Changes, updates, and additional page migration will occur on an ongoing basis thereafter.

## **GOAL I. Student Success**

**OBJECTIVE 5.** *To disseminate, evaluate, and discuss the recently completed environmental scan for vocational programs and develop recommendations for the Superintendent/President on the establishment of new vocational programs and the enhancement of existing ones.* (Academic Affairs; Planning and Development) \*\*Academic Excellence

A report on the environmental scan for vocational programs was presented to the Board of Trustees in December 2006. Recommendations for the college to consider included establishment of one or more of the following new vocational programs: telecommunications technician, automotive service technician, pharmaceutical technician, and emergency medical technician. This was followed a report on the Occupational Education Committee and its efforts to implement a process for occupational program development. Committee priorities included research and discussion of industry trends, utilizing current labor market information, using collaborative resources, and providing a student recruitment plan and cost analysis. The Occupational Committee has developed a website in order to document and share information. Occupational course offerings continue to represent approximately 22% of the College's total instructional hours.

**OBJECTIVE 6.** *To strengthen the infrastructure and accuracy of the ISIS catalog through review of data and technological improvements.* (Academic Affairs) \*\*Effective Use of Technology

Three major projects were undertaken and completed:

A unique "equivalent I.D." has been assigned to each so that title changes, numbering changes, and other modifications do not prevent accurate tracking. This allows the degree audit sys-

tem to draw all data from the ISIS catalog and ensures transcript accuracy.

The repeatability of every “activity” course has been reviewed and checked for accuracy. This ensures that students are permitted to repeat these courses only the allowable number of times in accordance with Title 5 provisions. This information has been published for all counselors and enrollment services staff to assist them in providing consistent course repetition advice to students.

SMC is now in Phase 3 (the final phase) of the Chancellor’s Office Curriculum Reporting for Community Colleges (CRCC) Project. Academic Affairs and Management Information Systems have worked together closely to complete this project. This has involved checking every data field for every course offered since 1992 to ensure accuracy and consistency.

Additionally, Academic Affairs is currently working with Counseling and Articulation to verify all transfer information for active classes to ensure accuracy on transcripts and to reduce staff time required to evaluate transcripts for transfer and Associate Degree certification.

**OBJECTIVE 7.** *To enhance student access through new and expanded non-credit course offerings.* (Academic Affairs)

The entire noncredit English as a Second Language (ESL) curriculum was updated and submitted to the Chancellor’s Office for enhanced funding, available under SB 361. The program continues to grow in terms of class sections offered and attendance. Three new classes were developed and submitted to the Chancellor’s Office for approval.

In Spring 2007, Santa Monica College was awarded \$223,252 from the Chancellor’s Office to develop a program to help high school students from the class of 2006 who were not awarded their high school diploma due to unit deficiencies and/or because they did not pass one or both parts of the California High School Exit Exam (CAHSEE). Curriculum development and student recruitment efforts are currently underway. This project has

been augmented through a recently awarded \$500,000 grant to assist students from the class of 2007.

**OBJECTIVE 8.** *To explore enrollment development opportunities through expanded use of alternative delivery methods, such as Distance Education and Dual Enrollment.* (Academic Affairs)

The rapid growth in online instruction has continued during 2006-2007, with an average of 225 sections per semester being taught by 125 faculty members. Online “seats” (individual student enrollments) increased from 12,000 to 16,000. Despite a recent Title 5 revision that imposed restrictions on course offerings outside of district boundaries, the Dual Enrollment has remained viable, increasing its course offering by 4% over that in 2005-2006.

**OBJECTIVE 9.** *To use point-of-service surveys to measure student learning outcomes for all student services areas.* (Student Affairs)

**OBJECTIVE 10.** *To begin assessment of the student learning outcomes established for the student support areas of the College.* (Student Affairs)

During the 2006-2007 academic year, almost all student service areas began formulating student learning outcomes and taking initial steps to assess them. In a survey conducted in April 2007, it was determined that, out of twenty-five student services areas, all but four had developed student learning outcomes. Of the twenty-one that had created SLOs, ten had already finished or were in the process of completing the assessment phase. Most student service areas were using point-of-services surveys, but some chose alternate assessment tools. Student learning outcomes will continue to be a student services area priority in 2007-2008.

**OBJECTIVE 11.** *To develop a prospect tracking database to monitor and analyze activities designed to attract students and to evaluate their effectiveness and efficiency in achieving targets for enrollment and student participation.* (Student Affairs)

Regular tracking of applications by feeder schools for local recruitment, by state for out-of-state recruitment, and by country for international applicants is conducted on an ongoing basis. Applications, admits, and enroll-

ments are monitored weekly. The tracking systems allow staff to monitor progress against past years' benchmarks as well as against annual targets, allowing for the strategic allocation of resources and activities based on trend data.

**OBJECTIVE 12.** *To communicate the importance of student equity issues across all campus constituencies.* (Academic Affairs; Human Resources)

During the 2006-2007 academic year, the Student Equity Committee met several times and undertook a research project through which data were gathered and analyzed for students according to their academic paths—transfer, occupational certificate, or basic skills. Analysis of course data between Fall 2003 and Spring 2006 for Economics 1 and 2, Math 52, Speech 1, and Basic Skills English courses confirmed that student equity issues exist, particularly when looking at the success rates of various populations of students. These issues will continue to be addressed with SMC's implementation of the statewide Basic Skills Initiative during 2007-2008.

## **GOAL 2. Academic Excellence**

**OBJECTIVE 13.** *To establish an implementation timeline for changing the minimum Associate in Arts degree requirement in English to a college-level English course, as mandated by the recent change in Title 5 regulations.* (Student Affairs) \*\*Student Success

The Academic Senate Joint Curriculum Committee and the Academic Senate approved changing the minimum Associate in Arts degree requirement in English to a college-level English course, effective Fall 2008 (one year earlier than the Fall 2009 deadline in Title 5).

**OBJECTIVE 14.** *To increase the number of full-time faculty members at the College to make progress towards the AB 1725 goal of a 75%/25% full-time/part-time ratio.* (Human Resources; Academic Affairs; Student Affairs) \*\*Student Success

As a first step toward meeting this objective, the goal for 2006-2007 full-time faculty hiring was to avoid "losing ground" in terms of the number of full-time faculty members. For Fall 2007, the College has hired twelve new

faculty members, and four academic administrators have exercised their retreat rights to faculty status. The total increase of sixteen full-time faculty members is slightly greater than the number of retirements and other separations that have occurred over the last year.

### **GOAL 3. Community of Mutual Respect**

**OBJECTIVE 15.** *To develop and implement an improved system of information sharing that keeps all constituency groups of the College informed about fiscal matters, on a timely basis, through the Budget Planning Committee and the District Planning and Advisory Council. (Business and Administration)*

The District has been very effective in improving the system of information sharing related to fiscal matters. Through the Budget Planning Committee and the District Planning and Advisory Council, considerable effort has been made to provide all relevant fiscal information to the constituency groups in a transparent, timely, and easy-to-understand way. The Budget Planning Committee, as often as possible, received and reviewed Quarterly Financial Statements and other financial data prior to presentation of the information to the public. This ensured that the constituency groups were informed and were given an opportunity to ask questions about fiscal matters prior to publishing the data. Presentation of information to the Budget Planning Committee has regularly included thorough explanations of fiscal policy and procedures and how reports were created. This has allowed constituency groups to gain a greater understanding of fiscal reports and data resulting in a level of transparency in fiscal reporting that has improved trust in the data.

**OBJECTIVE 16.** *To develop and implement a more precise and accurate budgetary reporting system that reduces the variances between projected revenues and expenditures during the fiscal year and actual ending revenues and expenditures. (Business and Administration)*

The budgeting process during the 2006-2007 fiscal year has been changed to improve the accuracy of the numbers and reduce variances in both revenue and expenditure lines. One of the major changes that took place dur-

ing 2006-2007 was to implement a “discounting” system in regards to the budgeting of vacancies in the salary lines during the year. In prior years, the District presented ,on quarterly reports, salary projections that included the full cost of filling all vacancies from the reporting date until the end of the fiscal year. This method caused numerous large variances in the salary projections and lead to a “lack of trust” in the District projections. After collaboration with constituency groups through the Budget Planning Committee, a new system was put into place that “discounted” the projections for the filling of vacancies that was based on the recruitment expectation of the Personnel Commission and Human Resources. This change has increased the accuracy of the projected salary expenditures between the Tentative Budget and the preliminary Final Actuals from 94.13% in 2005-2006 to approximately 99% in 2006-2007, pending final closing of the accounting records. Other changes in the budgeting process that occurred in 2006-2007 to reduce variances include using multiple methods of projection to compare and contrast and identify any potential errors or variances. These methods include historic comparison, analytical comparison and actual current year trends. The use of this new method has allowed for improved accuracy through checks and balances of the projection process.

**OBJECTIVE 17.** *To develop and implement a more extensive orientation process for newly hired classified employees. (Human Resources)*

This objective will be addressed during 2007-2008.

**OBJECTIVE 18.** *To complete review of health benefit options (including those for retirees) by the Health Benefits Committee and make a final recommendation on the option(s) that provide the most comprehensive benefits at a reasonable cost. (Human Resources)*

The committee completed its review. The final recommendation was to remain in the CalPers Medical Program, as it was most cost effective for the District.

**OBJECTIVE 19.** *To facilitate District implementation of the Hay Classification Study. (Human Resources)*

The Human Resources office is working with the Director of Classified Personnel to conclude this study and complete the compensation analysis by the end of the calendar year 2007. Recommendations for salary ranges will need to be negotiated with CSEA.

**OBJECTIVE 20.** *To develop and implement a diversity hiring plan based upon the model plan provided by the Chancellor's Office. (Human Resources) \*\*Student Success*

This plan is being developed through the Human Resources Planning Committee, and recommendations for components I-V have been reviewed by the District Planning and Advisory Council. The greatest challenge for this plan, as with previous plans, is that there are no reliable availability data. May 2009 is the deadline for completion of this plan.

**OBJECTIVE 21.** *To conduct an assessment of classified staffing needs, taking into account current vacancies, increased demand on current staff, new campus facilities coming on line, and anticipated retirements in order to make recommendations for adequate staffing levels. (Human Resources) \*\*Student Success*

This objective was not addressed this year. The changes in the leadership of both Human Resources and the Personnel Commission, along with the long delayed "rollout" of the Hay Study results and the resulting implementation challenges, made such a planning effort impractical.

**OBJECTIVE 22.** *To consider establishment of an employee "ombuds" office to provide conciliation, mediation, and confidential "listening ear" services for faculty and staff. (Human Resources)*

During 2007-2008, consideration will be given to this or an alternative means of providing such services for faculty and staff.

## **GOAL 4. Effective Use of Technology**

**OBJECTIVE 23.** *To research, evaluate, and develop a feasible plan and technical road map to migrate existing college departmental data files into a centralized internet-accessible storage location. (Information Technology)*

The technical team worked with major Storage Area Network (SAN) technology vendors and went through a RFI/RFQ process. The final recommendation was proposed in May, and the procurement process was completed in June. The technical team has established a data migration plan to phase out the old data storage and move existing ISIS and e-mail data to the new system in October 2007. This new storage system is capable of housing all existing ISIS data, planned database initiatives, new SMC website data, and minimum of 256 megabytes of e-mail storage space per SMC employee. The departmental file share project will be implemented after the system is brought to production in October.

**OBJECTIVE 24.** *To research, evaluate, and develop a college directory structure to consolidate multiple accounts/logins into one centralized repository. (Information Technology)*

Research has been conducted on an effective single sign-on solution among College mission critical applications, such as the student/faculty self-serve, WebISIS, e-mail, and website systems. A preliminary implementation plan has been developed, and the technical team is going through testing phases. The project involves complex system integration and coordination among technical teams and users. The outcome of this project will minimize the confusion of multiple login accounts, thereby eliminating related support efforts and improving overall productivity.

**OBJECTIVE 25.** *To evaluate the existing college server farm infrastructure; study Blade physical servers, virtual servers, and other new technologies; and develop plans to migrate the current segmented per-server per-function approach to a more consolidated and higher availability environment. (Information Technology)*

At least twelve Windows servers came off support this year. The traditional server replacement method would cost over \$100,000. The newly devel-



oped replacement plan for these servers is a consolidated solution implemented with virtual servers on Blades. The solution integrates with the newly acquired storage system, resulting not just in cost effectiveness, but also server administration efficiency and higher availability. With proper implementation, potentially two to three times the number of servers can be generated for the same cost as ten physical servers. The technical team has received training to expand the use of this updated technology and to maximize the return of investment.

**OBJECTIVE 26.** *To research, evaluate, and plan for a campus network backbone infrastructure migration, with a goal of enhancing the bandwidth and capacity for the internal college network and the College's internet through-put.* (Information Technology)

Both campus network infrastructure and Internet service providers were re-evaluated. The campus network upgrade plan is being finalized. The procurement process and implementation process of this upgrade plan is anticipated to occur during 2007-2008.

The College is developing a partnership with the City of Santa Monica to improve the internet feed bandwidth to the College. If successful, such a project will increase the College's internet bandwidth from the current 3 MB to 100 MB, with minimal cost increase.

## **GOAL 5. Community Partnerships**

**OBJECTIVE 27.** *To establish an Internal Review Board to oversee human subjects research at Santa Monica College, thus maintaining compliance with federal grant requirements.* (Planning and Development)

As defined by the U.S. Department of Health and Human Services Office of Human Research Protection, an Institutional Review Board is "an administrative body established to protect the rights and welfare of human research subjects recruited to participate in research activities conducted under the auspices of the institution with which it is affiliated." An institutional review board is necessary to ensure compliance with federally mandated policies and regulations associated with grant-funded research

activities. However, once developed, all institutional research, with the exception of the research conducted by the institutional research office, must be monitored by the college's IRB. (Institutional research office activities are free from IRB oversight because they do not fit the federal definition of "research.")

Nearly all grant-funded projects have an evaluation component that should be assessed by an IRB. Research is defined in federal regulations as "a systematic investigation, including research development, testing, and evaluation, designed to develop or contribute to generalizable knowledge." Although much of the data collected from SMC's grant-funded projects is specific to the participants involved, it is possible that these data will be used to contribute to "generalizable knowledge." The recently-funded Upward Bound grant is an example. The information that project staff collect is shared with the Department of Education and its contracted evaluators for use in a nationwide study of effective practices and performance outcomes. One of the conditions of this grant is that SMC will have an IRB that determines if the data collected by the grant fall within the federal definition of "research."

Given this background, the Grants Office will be working with the new Dean, Institutional Research to develop an IRB at SMC. During the time that this institutional research position was vacant, the Director, Grants continued to research the requirements necessary to develop an IRB at SMC, attended several workshops on the issue, and contacted several community-based Institutional Review Boards to assess the efficacy of contracting with an external IRB. (This is an option if a college decides not to develop its own IRB.)

**OBJECTIVE 28.** *To develop written procedures for effective grant development and management, including fiscal procedures, purchasing processes, and reporting compliance. (Planning and Development; Business and Administration)*

The completion of this objective requires an extensive amount of information regarding SMC's fiscal policies and procedures, including those from Purchasing. At this time, many of the institutional policies and procedures

in these areas are not available in written format, so the Grants Office has spent the past year collecting information about institutional policies and procedures, with much of it obtained through hands-on activity as it has assumed administrative oversight of the Title V Math Cooperative Grant. It has also been necessary to identify which information should be specifically included in the Grants Manual and which information should simply be referred to as available in another resource, such as the Purchasing Manual. The Grants Manual is still in the development stage.

## **GOAL 6. Supportive Physical Environment**

**OBJECTIVE 29.** *To complete the online work order system.* (Business and Administration; Information Technology) \*\*Community of Mutual Respect

Development of the online system has been completed, and it will be field tested by five selected departments in early Fall 2007.

**OBJECTIVE 30.** *To develop campus directional signage on all campuses to facilitate navigation of facilities by students, staff, and visitors.* (Business and Administration) \*\*Student Success

Signage on the main campus will be addressed through the “Quad Project” that is scheduled to begin in late Fall 2007. For the Bundy campus, signage is part of the driveway project.

**OBJECTIVE 31.** *To replace existing energy management systems (generators) and heating systems (boilers) to address new AQMD requirements.* (Business and Administration)

The boilers at the Academy of Entertainment and Technology and the Student Activities and Counseling buildings have been replaced this year. An energy management system has been installed on the main campus to control HVAC settings and monitor equipment.

**OBJECTIVE 32.** *To review resources required at off-campus sites and for new buildings coming on line. (Business and Administration) \*\*Student Success*

Although no formal review of all required resources has taken place, the Facilities Department has analyzed the staffing and equipment needs in the Grounds and Mechanical Systems areas and is in the process of submitting requests based upon that analysis.