



MASTER PLAN
FOR EDUCATION

Achieving the
Santa Monica College
Vision

Changing Lives Through
Excellence in Education
for a Global Community

Revision – July, 2000

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Revised July, 2000

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Excellence in Education
for a Global Community***

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SANTA MONICA COLLEGE
MASTER PLAN FOR EDUCATION REVISION
2000

In 1997, the College adopted its first formal Master Plan for Education. Every three to five years, depending on the circumstances, that plan will be completely redone. During the intervening time period, the plan will be revised annually.

This revision consists of two parts – an update on the 1999-2000 objectives and the creation of new objectives for 2000-2001. The status of the 1999-2000 objectives was incorporated into the formation of the new objectives.

In order to formulate the 2000-2001 objectives, the vice-presidents consulted with appropriate faculty and staff within their divisions and with the Superintendent/President, prior to preparing a draft of the new objectives. The draft was submitted to the Collegewide Coordinating Council for their review and approval.

In writing the objectives, it is assumed that all exemplary practices of the College will be continued and that it is unnecessary to create objectives for maintenance of effort purposes. Furthermore, it is assumed that the implementation of the actions necessary to accomplish each objective will be done in a manner consistent with the participatory governance practices of the College and in accordance with all college policies and procedures.

INSTITUTIONAL OBJECTIVES 2000-01

GOAL 1. Student Success

OBJ-1. To further promote student interest in the Associate degree by exploring possible degree enhancements including adding an Associate in Science degree option, closely following the statewide discussions about the Associate in Applied Science degree as it might relate to Santa Monica College, and continuing to refine and clarify all degree requirements. (Academic Affairs)

OBJ-2. To encourage active faculty participation in the discipline-specific discussions that will result from the recent memorandum of understanding between the chancellors of the California Community College and California State University systems regarding statewide articulation of specific majors, and to develop recommendations for the Academic Senate Joint Curriculum Committee regarding changes in degree requirements to reflect any new articulation agreements that may develop from these discussions. (Academic Affairs)

OBJ-3. To establish an advisory group comprised of representatives from ten large, urban colleges, and meet twice a year to compare, analyze, and interpret student success data. (Planning & Development)

OBJ-4. To expand the efforts of institutional research in the area of student success through an in-depth examination of the performance of student populations and sub-populations, in areas such as the Student Right-To-Know data, Partnership for Excellence data, distance education, workforce development, prerequisite skills relationship with class performance, session length relationship with class performance, international students, special programs, and basic skills progress. (Planning & Development)

GOAL 2. Academic Excellence

OBJ-5. To study the enrollment patterns and student success results of the courses for which eligibility for English 1 skills advisories are being implemented in Fall 2000 to determine whether the advisories produce the desired effects of increasing student success rates in these specific courses.

es and to direct students toward making more appropriate course selections. (Academic Affairs) **Student Success

OBJ-6. To present the results of the tutoring surveys administered during Spring 2000 and the written summary of interviews with all tutoring coordinators to the Collegewide Coordinating Council as a basis for developing recommendations to enhance the general effectiveness of tutoring services in terms of organization, allocation of resources, and uniformity in the recruitment, selection, training, and evaluation of tutors. (Academic Affairs) **Student Success

OBJ-7. To develop strategies, in cooperation with the Academic Senate and the Faculty Association, for increasing direct faculty participation in the implementation of grants to ensure that grant resources result in new programs and initiatives that become permanent institutional enhancements. (Planning & Development) **Student Success; Community Partnerships/Financial Viability

OBJ-8. To develop grant applications to fund priority areas identified within the various planning documents of the college; develop discipline specific workshops to increase the number of instructional faculty who pursue grants; and create a structure to provide an ongoing, consistent liaison between grant program managers and the business/ administrative functions (e.g., accounting, human resources, etc.). (Academic Affairs) **Student Success; Community Partnerships/Financial Viability; Community of Mutual Respect

GOAL 3. Community of Mutual Respect

OBJ-9. To work cooperatively with the Academic and Classified Senates to adopt the proposed revised Board Policies and to adopt revised Administrative Regulations pertaining to human resources. (Human Resources)

OBJ-10. To explore with the college community the concept of a training academy on campus to provide staff development training for all employees and to provide training/orientation for new employees. (Human

Resources); **Academic Excellence; Student Success

OBJ-11. To provide training programs on campus on issues of diversity. (Human Resources)

OBJ-12. To continue to provide training for administrators and managers including appropriate follow-up training to the management retreat held in July 2000. (Human Resources)

OBJ-13. To work cooperatively with the college community to revise the hiring procedures for academic employees. (Human Resources) **Student Success

OBJ-14. To continue to work with the Personnel Commission to improve the efficiency of the classified hiring process. (Human Resources)

OBJ-15. To increase awareness of safety issues through the development of a video presentation to be used in conjunction with campus safety presentations. (Student Affairs)

OBJ-16. To develop specific leadership development programs to enhance the quality of student participation on District and Academic Senate joint committees. (Student Affairs) **Student Success

GOAL 4. Technology

OBJ-17. To transform the delivery of Admissions, Enrollment, and Counseling/Retention services through the use of technology. (Student Affairs) **Student Success

OBJ-18. To redesign the Weekend of Welcome and expand the online orientation to include all new students. (Student Affairs) **Student Success

OBJ-19. To implement computerized assessment. (Student Affairs) **Student Success

GOAL 5. Community Partnership/Financial Viability

OBJ-20. To develop administrative regulations, procedures, and desk man-

uals that will support the Business Services Board Policies and to continue providing in-service training to all staff on business-related issues. (Business & Administration) **Community of Mutual Respect

OBJ-21. To improve Bookstore operations and services, including the expansion of the Web site for Bookstore purchases, to better serve our student population. (Business & Administration) **Technology; Student Success

OBJ-22. To present and implement a comprehensive reorganization plan for accounts receivable and cash handling to include the formation of a Bursar's office. (Business & Administration) **Community of Mutual Respect

OBJ-23. To work with a consultant to improve the flow of information between the grant writers, the grant administrators, the Business Office and the Human Resources department. This will improve the budgeting, accounting and claiming process for state, federal and local grants. (Business & Administration) **Community of Mutual Respect)

OBJ-24. To increase community participation in the support of the College by broadening the membership of the General Advisory Board and increasing the membership of the SMC Associates. (Planning & Development)

OBJ-25. To complete Phase I of the capital campaign by meeting our goal of \$12.4 million, and to obtain \$1.5 million in annual giving (including \$1 million from the John Drescher bequest). (Planning & Development)

OBJ-26. To establish a committee comprised of Foundation Board members and college administrators to provide oversight for the Madison project. The goal for this year is to raise an additional \$3 million. (Planning & Development)

GOAL 6. Facilities

OBJ-27. To provide a comprehensive, workable Emergency Preparedness plan for the College that will include training and information, proper

setup of an Emergency Operations Center and liaison with appropriate state and city agencies. (Business & Administration) **Community Partnerships/Financial Viability; Community of Mutual Respect

OBJ-28. To facilitate the development and implementation of Comprehensive Master Plan, Interim Facility Plan, scheduled maintenance, hazardous mitigation, and ADA access projects. (Business & Administration)

OBJ-29. To evaluate and improve the effectiveness of the new work order tracking and distribution system and to establish regular communication with faculty, staff, and student organizations to keep the college community informed of facilities and maintenance developments. (Business & Administration) **Community of Mutual Respect

The divisions of the College responsible for the accomplishment of each objective are listed in parentheses.

*** Many objectives meet more than one goal. This symbol (**) indicates additional goals addressed by a particular objective.*

UPDATE – INSTITUTIONAL OBJECTIVES 1999-2000

(Revised July, 2000)

ALL GOALS

OBJECTIVE 1. *To create new written policies and procedures and update existing ones within all areas of the College. (All Goals)*

All existing Board of Trustees Policies have been updated and new policies were created when necessary. The revised and new policies for curriculum, instruction, student services, business services, and human resources are at various stages of the participatory governance process.

GOAL 1. STUDENT SUCCESS

OBJECTIVE 2. *To complete the study of college tutoring services and then, with appropriate input from all college constituencies, review its results and implement recommendations as needed to ensure general effectiveness, appropriate allocation of resources, and uniformity in the recruitment, selection, training, and evaluation of tutors. (Academic Affairs)*

The anecdotal information derived from conducting interviews with the coordinators of all tutoring services revealed marked inconsistency in the delivery of tutoring services supporting different areas of the College. In light of the College's considerable annual expenditures for tutoring, it was determined that a formal evaluation process was needed. During the Spring 2000 Semester, all tutoring labs were required to submit records of all tutoring contacts, and student satisfaction surveys were administered to all students who took advantage of tutoring services. In addition, a faculty survey was conducted to determine the level of satisfaction of faculty with tutoring services in terms of their relevance to the needs of specific disciplines, and a survey was administered to tutoring coordinators and tutors to determine their perceptions. In Fall 2000, the results of these studies and the written document summarizing the interviews with tutoring coordinators will be presented to the Collegewide Coordinating Council for development of recommendations to the Superintendent/President.

OBJECTIVE 3. *To take advantage of the opportunities presented by the completion of the new Science Building and funded growth to meet previously unmet student demand for laboratory courses in the Life and Physical Sciences. (Academic Affairs) **Academic Excellence*

The expanded laboratory facilities in the new Science Building enabled growth of approximately 12% in the Life Science course offering and 16% in the Physical Science course offering during the 1999-2000 academic year. Enrollment growth in the specific disciplines of Anatomy, General Biology, and Chemistry has been particularly dramatic.

OBJECTIVE 4. *To translate institutional effectiveness research information into instructional and support strategies to promote student success. (Academic Affairs)*

Facilitating the completion of student goals was identified as the first priority for the application of institutional effectiveness research information. While Santa Monica College has enjoyed a reputation of excellence in regard to its transfer function, the numbers of Associate in Arts degrees and certificates awarded have been less impressive. A pilot study conducted in 1997 revealed that a significant number of students complete degree requirements, but never file a petition to receive a degree.

In order to create a cultural change and encourage degree completion, a number of strategies have been employed. The \$20 fee traditionally charged for conducting a degree check was eliminated, and processes that have proven successful in encouraging transfer were adapted for use in conjunction with degree completion. Students who have completed 45 units of degree applicable courses, have maintained a 2.0 GPA, and have achieved the appropriate English and Mathematics levels were deemed to be AA degree ready. In early October, the College mailed congratulatory letters to 2800 such students, informing them that they might be eligible to receive an AA degree during this academic year and inviting them to make appointments with counselors for assistance in enrolling in the appropriate Winter Intersession and Spring Semester courses to complete

degree requirements. The letters produced a dramatic response in terms of counseling appointments, and it appears that the number of degrees awarded this year has increased by over 250. This process will be repeated each semester, and a similar process has been implemented in Spring 2000 for completion of certificate requirements in the three largest majors. Additionally, the Academic Senate Joint Curriculum Committee has approved a Transfer AA Degree. Scheduled for implementation in Fall 2000, this includes three degree options using UC, CSU, and private university transfer requirements to describe the AA degree general education pattern in an effort to encourage simultaneous completion of degree and transfer requirements. As part of the ISIS computer system upgrade, a computerized degree-audit system is being developed to enhance these processes.

OBJECTIVE 5. *To evaluate the College's recently expanded noncredit offering in regard to student demand, level of apportionment, facilities, and relationship to the credit offering and to make appropriate adjustments. (Academic Affairs)*

The growth of the noncredit program has been dramatic since it was reestablished in Winter 1998 when 165 students enrolled in classes. By Fall 1998, over 800 students enrolled in English as a Second Language (ESL) classes. Just a year later in Fall 1999, noncredit enrollment had increased to over 2,700. Course offerings now include self-paced computerized basic skills instruction and employment skills training as well as ESL. Focused short-term training programs, such as the Certified Nurse Assistant Program, serve a limited number of students, but have strong completion and job placement rates.

Noncredit enrollment is constrained by the limited availability of classroom space; off-campus sites are used whenever possible. Access to additional space would facilitate the development of a more predictable and timely course offering. The lower level of state apportionment provided for noncredit programs also tends to inhibit growth.

OBJECTIVE 6. *To develop strategies through the Academic Senate and Faculty Association for increasing faculty participation in outside-the-classroom activities that promote student success. (Academic Affairs)*

Unfortunately, the protracted negotiations between the District and Faculty Association created a climate not conducive to the implementation of this objective for most of the academic year. Some discussion of faculty responsibilities for such participation occurred during the process of facilitated negotiations. The recent contract settlement should produce an atmosphere supportive of the collegial development of strategies to increase faculty participation.

OBJECTIVE 7. *To explore alternate methods of sales for the Bookstore that will improve service to students and maintain the fiscal stability of the Bookstore. (Business & Administration)*

Efforts to expand and promote the Web site for the Bookstore have resulted in a substantial increase in online sales as well as providing a viable alternative for student book purchases. Bookstores with regular posted hours have been established at the Academy of Entertainment and Technology, Airport, and Madison sites to provide students at satellite campuses with easier, more convenient access to bookstore facilities.

OBJECTIVE 8. *To review in collaboration with the Academic Senate and the administrative leadership the recruitment and selection process for faculty positions to determine ways to improve the efficiency of the process. (Human Resources) **Academic Excellence*

No formal discussions concerning the improvement of the recruitment and selection process for faculty positions were held. However, as part of the updating of Board Policy and Administrative Regulations, Human Resources has identified for the Academic Senate Joint Personnel Policies Committee areas of existing policy and regulation that need to be addressed. Also, in an attempt to develop alternatives to maintaining all applications in the Human Resources Office, the Physical Science

Department participated in an experiment through which applications for a full-time faculty position were maintained in department offices during the application review process. The results of this trial have shown that a decentralized approach to maintaining applications can provide for a more efficient process for the review of applications while ensuring appropriate security for the housing of the candidate files.

OBJECTIVE 9. *To promote student success, continue to collect and to analyze data relating to the 30 proposed indicators of institutional success; work with the Chancellor's office and with other colleges to compare and to interpret data; consider eliminating some proposed indicators of success and begin investigating indicators of individual student success. (Planning & Development)*

Collection of data has been completed for fifteen of the thirty indicators, and the results have been shared with the Board of Trustees, Senior Staff, the Collegewide Coordinating Council, deans, and program leaders. Of the remaining fifteen indicators, there is a lack of available data for three; for another three, the measure cannot be defined precisely enough at this time to proceed; three would involve costly surveys; two are scheduled to be done the year of our accreditation self-study; and four are near completion. Two Partnership for Excellence multi-year projects are examining individual student success in physics and psychology.

OBJECTIVE 10. *To expand the efforts of institutional research in the area of student success through a more in-depth examination of student performance in areas such as student performance at transfer institutions, the student right-to-know data, partnership for excellence data, prerequisite skills relationship with class performance, and basic skills progress. Also, to expand these efforts by examining criteria for the success of sub-populations of students, including international students, students in the Student Success Project, and other special programs. (Planning & Development)*

A transfer research project funded by a Chancellor's Office grant continued this year with focus groups held at the University of Southern California;

Loyola-Marymount University; California State University, Northridge; and Mount St. Mary's College. The transfer advisory committee agreed upon several institutional recommendations to focus upon next year. As a direct result of research efforts over the last several years, the Academic Senate Joint Curriculum Committee and the Academic Senate have approved an eligibility for English 1 skills advisory to become effective for a large number of courses in Fall 2000. A large project was implemented to determine the effect of short-term classes on the success of students. Many special programs requested and received data for internal analysis.

OBJECTIVE 11. *To continue the development and implementation of student support systems for all off-campus educational programs. (Student Affairs)*

Of the satellite campuses, the Academy of Entertainment and Technology site continues to provide the most complete array of student support services because of the common needs of the programs housed there. These services include on-site orientations; enrollment and registration; day and evening counseling; an active student club; weekly psychological group counseling; computer labs; daily bookstore services; and career, job, and internship coordination. While the services currently available at the Madison and Airport sites are less comprehensive because of the variety of educational programs offered at each, the student support needs for specific programs (such as Nursing and Noncredit Education) are being met, and basic counseling and bookstore services are offered for the general student population. Registration and advisement services specific to the needs of senior citizens are provided at the Emeritus College site.

OBJECTIVE 12. *To increase the number of student aid and Pell Grants recipients and decrease the number and percentage of student loan defaults. (Academic Affairs)*

The Financial Aid Office continues to find ways to educate and inform students about various financial options available to them. Although a total count of student awards for 1999-2000 will not be available until August 2000, there appears to be an increase in the number of applications and

the amount of financial aid. An aggressive campaign to limit the number of unnecessary loans has lowered SMC's default rate from 18% three years ago to 15.2% today. To ensure the continuation of this trend, students requesting loans must attend mandatory financial workshops, and Financial Aid staff members meet with all students who have been given significant loan packages in the past.

OBJECTIVE 13. *To increase the number of transfer students and to establish articulation as an institutional priority by strengthening relationships with four-year institutions and reviewing all articulation agreements. (Student Affairs)*

During the 1999-2000 academic year, new articulation agreements were developed with Mount Holyoke College, Northern Michigan University, Cleveland State University, and the University of California, Berkeley College of Letters and Science (a campus-specific General Education Pattern for students not wishing to follow IGETC). Santa Monica College again leads the State in the number of community college transfers to the University of California.

OBJECTIVE 14. *To increase the percentage of faculty participation in the Early Alert program, and to improve the response rate back to the students. (Student Affairs)*

In Spring 1999, the percentage of faculty participation in the Early Alert program was 67%. This rate improved by 1.5% in Fall 1999 (to 68.5%). This modest increase was followed by a significant increase in Spring 2000, when the participation rate was 76.3%. The completion of contract negotiations between the Faculty Association and the District probably contributed to this dramatic increase in faculty participation. This high level of faculty participation in Early Alert should be sustained in the upcoming academic year, given the ongoing efforts to inform faculty about student support services that accompany the program and to incorporate changes that faculty members have recently recommended.

OBJECTIVE 15. *To work with key stakeholders to expand the scope of the Assessment Center, including the implementation of computer-based assessment. (Student Affairs)*

The Title III Grant has provided the impetus for Santa Monica College to work toward the achievement of this objective. In Spring 2000, pilot studies were conducted with two separate computerized assessment instruments, one with students enrolled in English and another with students enrolled in math classes. Per Title 5 guidelines, the English and Mathematics Departments have conducted item analysis to ensure the appropriateness of the use of these instruments with the SMC student population. Correlation studies will be conducted using raw test scores and final grades to establish cut scores in each of these areas.

In addition, the assessment center is being prepared to transition from paper-and-pencil testing to computerized assessment. Forty-five computers, computer desks, and chairs have been ordered and will be installed in the assessment center immediately following the preparation of the facility. Computerized assessment for English and math placement purposes is scheduled to begin for Winter and Spring 2001.

In order to complete the transition to computerized assessment for placement purposes, a third pilot study with an ESL assessment instrument will take place in Fall 2000. Following the necessary correlation study, which is scheduled for Winter 2001, the College will adopt ESL computerized assessment for Summer and Fall 2001.

OBJECTIVE 16. *To develop strategies to increase student involvement on district and joint committees. (Student Affairs) **Community of Mutual Respect*

Each year the Superintendent/President appoints a member of the Academic Senate to serve as faculty liaison to the Associated Students Board of Directors. This faculty member sits as an ex-officio, non-voting member of the Board of Directors and attends all meetings. The faculty member attends the Associated Student Training Retreat held in August

for the specific purpose of introducing the Participatory Governance Board Policy to the students. Throughout the year, the faculty liaison reports to the Associated Students Board of Directors on critical policies and information that may impact students. This position continues to be a great resource to Board members and students who serve on committees. Also, the Superintendent/President; Vice President, Student Affairs; and the Dean, Student Life meet monthly, in separate meetings, with the Associated Students President and the Student Trustee.

The Associated Students President appoints three students to serve on the Grade Appeals Committee and two students to serve on the Student Disciplinary Committee. The Associated Students Director of Academic Support works closely with the Academic Senate president to ensure active student participation on Academic Senate joint committees such as Curriculum, Program Review, and Student Affairs. The Associated Students President and the Student Trustee are both members of the Collegewide Coordinating Council. Five students served as members of the Student Activity Hour Task Force this year.

GOAL 2.ACADEMIC EXCELLENCE

OBJECTIVE 17. *To use student assessment and successful course completion information to refine the High School Dual Enrollment Program course offering and to develop appropriate parameters for program expansion. (Academic Affairs) **Student Success*

The Dual Enrollment Program is currently serving over 1300 students at twenty-five high schools. The program is successfully addressing the major challenge of achieving the appropriate balance between honoring the specific requests of high schools for courses to enrich the high school curriculum and respecting the research information the College has gathered in regard to the success rates in previous semesters for high school students. Success rates of high school students in the Dual Enrollment Program are consistent with those for on-campus students enrolled in parallel course sections. In fact, assessment results show that Dual Enrollment students have been placed at the eligibility- for- freshman-

composition level at a higher rate than other first-time college students entering SMC. In addition, the College continues to honor the continually increasing requests to supplement high school Fine Arts programs by expanding the Dual Enrollment Program course offerings in art, music, and dance.

OBJECTIVE 18. *To complete the initial development and approval processes for curriculum in the Institute of International Trade program and implement a pilot course offering. (Academic Affairs) **Student Success*

Discussions in meetings of the faculty advisory committee for the proposed Institute of International Trade resulted in a change of direction for this initiative, both to more effectively address regional workforce needs and to avoid perceived duplication with existing college programs. The idea of creating an International Institute at Santa Monica College (I2 at SMC) has been embraced by the industry advisory board for this project as well as by the Academy of Entertainment and Technology President's Advisory Board. The International Institute project will make use of the resources provided by the College's funded Title VI-A and VI-B grants to introduce an international focus for the Academy of Entertainment and Technology curriculum and to enhance the services of the Modern Language Lab to support this effort. A consultant with expertise in international media is working with Academy of Entertainment and Technology and Modern Language Department faculty members to develop a pilot not-for-credit seminar offering.

OBJECTIVE 19. *To establish and implement a library collection development policy that takes into account the immediate challenge of moving the Library into temporary quarters as well as planning for the new expanded Library building and the enhancement of library services at satellite locations. (Academic Affairs) **Student Success*

The Library has prepared a written collection development policy that will provide direction for ensuring that the Library maintains a high-quality collection that supports all of the academic needs of the College. This pol-

icy takes into consideration all formats of information (books, periodicals, audio-visual, and electronic) and provides guidelines for selecting and purchasing the appropriate media. This is most critical in light of the upcoming move of the Library into its temporary, smaller location next semester. The policy also takes into consideration the special information needs of off-campus facilities and the libraries for both the Academy of Entertainment and Technology and the Health Sciences Department.

OBJECTIVE 20. *To enhance faculty development opportunities to include training specifically designed to refine and improve teaching effectiveness. (Academic Affairs)*

Although this was not the central focus of the 1999 Faculty Flex Day, that day's activities included several workshops devoted to enhancing instruction through the use of various multimedia tools. A Partnership for Excellence project to introduce physics faculty members to the concept of active learning encouraged stimulating discussion of teaching techniques within the Physical Science Department. As a result of training in collaborative learning provided by a consultant, a group of faculty members and administrators is currently meeting regularly to discuss the possibility of establishing a Teaching and Learning Center.

OBJECTIVE 21. *To expand student services to all athletes for the enhancement of academic performance. (Student Affairs)*

A full-time counselor assigned to the Athletics Department works with individual athletes to ensure academic progress, and many student athletes take advantage of tutoring services provided by the Trio and EOPS programs.

OBJECTIVE 22. *To work with the Academic Senate and the Faculty Association to establish formal policies related to intellectual property rights. (Human Resources) **Community of Mutual Respect*

Over the past year, Human Resources has explored the law related to intel-

lectual property rights and has reviewed different models for intellectual property rights policies. During the 2000-2001 academic year, the issue of intellectual property rights will be discussed with the Academic Senate and the Faculty Association, and efforts to develop formal policies will begin.

OBJECTIVE 23. *To expand opportunities for faculty to develop themselves professionally via increased participation with other professionals in their discipline. (Human Resources)*

This objective was supported by the continuing efforts of the professional development committee to provide funding for discipline-specific conferences.

OBJECTIVE 24. *To develop and begin implementation of plans for one new educational venture in public safety or information technology. Complete the implementation of the Institute of International Trade. (Academic Affairs)*
***Student Success*

Although ideas for new academic programs in these and other fields were explored, greater priority was placed upon attempting to complete program development for initiatives begun in prior years. The full certificate program in Tourism/Hospitality/Leisure Studies has been approved by the Academic Senate Joint Curriculum Committee and will be taken through the Chancellor's Office approval process for new vocational programs. The curriculum for the Interactive Media Program of the Academy of Entertainment and Technology has been revised, and an additional certificate option for this program has been approved. Additionally, several new certificate programs have been approved in the Computer Applications and Computer Science areas of the College. As stated in the response to Objective 18, the Institute of International Trade initiative has taken a slightly different direction, and the development of the resulting International Institute (I2 at SMC) project will be an area of concentration for the 2000-2001 academic year.

OBJECTIVE 25. *To explore discipline-specific ways to exchange ideas and teaching techniques with feeder high schools. (Academic Affairs) **Student Success*

Although existing relationships with feeder high schools through the Outreach and High School Dual Enrollment programs continued, no new initiatives were undertaken this year to address this objective. The College recently received a teacher preparation grant that will focus on the teaching of reading and will involve considerable interaction between SMC faculty members and high school teachers.

OBJECTIVE 26. *To examine the need for increasing services to evening students using the data from the recent evening survey. (Student Affairs) **Student Success*

The information acquired through this survey regarding services for evening students will be included with the data collected through the recent comprehensive studies of enrollment and tutoring services to develop and implement a plan to enhance the delivery of all student services.

GOAL 3. COMMUNITY OF MUTUAL RESPECT

OBJECTIVE 27. *To study the impact of the college's noncredit educational programs on related academic programs and clarify the process for appropriate involvement of academic departments in planning the noncredit course offering. (Academic Affairs)*

A recent study of noncredit enrollment patterns from Winter 1998 to Spring 2000 has revealed that, of the 11,000 students enrolled in noncredit courses, over 2,000 students simultaneously enrolled in credit courses. These enrollments occurred in a wide range of disciplines including Accounting, Anatomy, Computer Applications, ESL, History, Human Development, Mathematics, Music, Political Science, Psychology, Sociology, and Speech. After appropriate follow-up research has been conducted to determine the retention and success rates of these students, collaborative discussions will be held with the departments most affected. As

these discussions occur, special effort will be made to clarify the specific goals of noncredit education, the intended student audience, the difference between noncredit and not-for-credit instruction, and the relationship between noncredit and credit course offerings.

OBJECTIVE 28. *To ensure that the evaluation process devised by the Student Activity Hour Task Force for the 1999-2000 scheduling experiment includes input from faculty (including Academic Senate, Department Chairs, and Faculty Association), staff, students, and administration and that this process is completed before Fall 2000 scheduling begins. (Academic Affairs)*
***Student Success*

The Student Activity Hour Task Force, which includes representatives from the Academic Senate, Department Chairs, and Faculty Association as well as classified staff, student, and administration representatives, met regularly throughout the 1999-2000 academic year for the purpose of evaluating the experiment of scheduling a limited number (ten to fifteen) of high-demand classes during an expanded Student Activity Hour. It was the consensus of the group that an evaluation of one semester's data would provide an insufficient basis for preparing a recommendation to the Superintendent/President, so the experiment has been extended to allow for inclusion of Spring 2000 data in the evaluation process. The task force has reviewed enrollment, course demand, student demographics, and student success data for the courses offered during the Student Activity Hour in Fall 1999 and enrollment and course demand data for this group of courses in Spring 2000. Representatives of various college constituencies have presented anecdotal information regarding the effect of the experiment on participation rates in student activities and faculty, student, and staff governance organizations and committees. A brief survey is being administered to students and faculty to determine the opinion of these groups regarding the various issues associated with the scheduling experiment. The goal of the Student Activity Hour Task Force is to complete the evaluation process and submit a recommendation to the Superintendent/President early in the Fall 2000 Semester.

OBJECTIVE 29. *To revise the orientation process for classified employees. (Human Resources)*

Human Resources did not address this objective during the 1999-2000 academic year because of the time commitment required for collective bargaining with both the Faculty Association and CSEA. This remains an area of concern to be addressed in the near future.

OBJECTIVE 30. *To implement a more efficient process for the filling of existing and new classified positions/classifications. (Human Resources)*

As a first step in developing a more efficient process for the filling of classified positions, Human Resources met with managers/administrators to review the current procedure and to ascertain what changes, if any, are necessary. These discussions have led to a better understanding of the process for filling classified positions and have prompted Human Resources to modify the existing employment request form. In addition, Human Resources has developed an intranet site to provide more convenient access to hiring procedures and all the necessary forms.

OBJECTIVE 31. *To continue to work cooperatively with the Personnel Commission to improve the recruitment and selection process for classified positions. (Human Resources)*

Human Resources has had numerous discussions with the Director, Classified Personnel and the Personnel Commission concerning the need to modify existing Personnel Commission rules in order to provide for a fairer and more efficient recruitment and selection process. While some small changes have been implemented (e.g. the use of merged eligibility lists for all recruitments), the removal of the Director, Classified Personnel and the resignation of two Commissioners during the course of the year have made it impossible to accomplish this objective.

OBJECTIVE 32. *To report to the college community the findings and recommendations of the task force on a community of mutual respect. (Human Resources)*

This objective grew out of the campus climate created by the protracted negotiations between the District and the Faculty Association. The facilitation services provided by the Center for Dispute Resolution in settlement of the contract successfully addressed this issue in another way.

OBJECTIVE 33. *To ensure that the Human Resources Department continues to provide timely service to all employees. (Human Resources)*

The Human Resources Department has continued to ensure that it is responsive to all employee requests. The staff is dedicated to providing all employees useful and timely information in response to questions and to assist all employees in resolving employee-related concerns. The staff has assisted numerous employees in finding positive solutions to issues related to payroll, benefits, salary placement, and work rules. In addition, Human Resources has provided assistance in resolving conflicts between co-workers and between employees and supervisors.

OBJECTIVE 34. *To expand the training program and reference materials provided to managers. (Human Resources)*

In addition to continuing training on sexual harassment and performance evaluations, Human Resources implemented a two-part training program for all managers/administrators on employee due process rights and documentation. In addition, Human Resources has established a reference center that contains written materials on a wide range of topics covering effective management and leadership skills.

OBJECTIVE 35. *To continue the effective management of the staff development program by expanding on-campus training opportunities for all employees. (Human Resources)*

Human Resources did not address this objective during the 1999-2000 academic year because of the time commitment required for collective bargaining with both the Faculty Association and CSEA. Exploring the possibility of a training academy on campus will be an objective for the 2000-2001 academic year.

OBJECTIVE 36. *To begin the process of reviewing and revising all classified job descriptions. (Human Resources)*

Over the past year, approximately sixty classified positions were open for recruitment. When a new classification was created, Human Resources developed a job description for the classification. As positions within an existing classification were filled, Human Resources ensured that the current job description accurately reflected the tasks to be performed.

OBJECTIVE 37. *To successfully transition the HR department to the Pico Building and develop additional ways to communicate with all employees such as utilizing the District's intranet. (Human Resources) **Technology*

Human Resources is currently scheduled to move to the 2714 Pico facility by Fall 2000. In anticipation of the move, Human Resources has developed an intranet site that will permit the exchange of information and forms. Also, in order to avoid inconveniencing selection committee members by requiring application review to take place at the 2714 Pico facility, Human Resources will work with department chairs and administrators to arrange to have candidate files available for review in department offices.

OBJECTIVE 38. *To fully implement an evaluation procedure for all managers which includes feedback from supervisors, peers, and people affected by their performance. (Human Resources)*

In the process of updating Board Policy and Administrative Regulations, Human Resources has identified this as one of the areas of existing regulation that needs to be addressed by the Academic Senate Joint Personnel

Policies Committee. A simple narrative instrument for the evaluation of classified managers and academic administrators by their immediate supervisors is being used until a more comprehensive process is developed and implemented.

OBJECTIVE 39. *To participate in on-going training with the Faculty Association leaders in bargaining techniques and to identify positive practices that will enhance collegiality during periods of collective bargaining. (Human Resources)*

The recent contract settlement with the Faculty Association was brought about with the assistance of the Center for Dispute Resolution. Both the Faculty Association and the District have learned effective techniques for resolving conflict and have pledged to maintain a cooperative relationship.

OBJECTIVE 40. *To continue to work with the campus-wide community to disseminate information related to the SMC Board Policy on student conduct. Work with the school psychologist, the ombudsperson, the SMC Chief of Police, and others to ensure that SMC continues to be a safe campus. (Student Affairs)*

A revised Board of Trustees Policy for Student Conduct has been approved by the Academic Senate Joint Student Affairs Committee and the Academic Senate. The number of campus safety presentations has increased, and new and improved crime prevention and information brochures/bulletins have been developed.

OBJECTIVE 41. *To provide in-service staff development for parking security officers, dispatchers and the administrative assistant in diversity/sensitivity training. (Human Resources)*

Throughout the year, the College Police Chief, in conjunction with Human Resources, has worked with the police department staff on issues of cooperation and diversity. Dates are being scheduled for College Police staff

members to attend the Museum of Tolerance, and Psychological Services staff members will be making presentations on topics such as “Dealing with Difficult People” and “Diffusing Difficult Conflict Situations.”

OBJECTIVE 42. *To develop a Community Oriented Policing Program/ Unit. (Student Affairs)*

College police officers increased their visibility and provided a focus on prevention through increased bike and foot patrol. The number of safety presentations has increased, and a plan to develop a sexual assault defense program is being implemented.

GOAL 4. TECHNOLOGY

OBJECTIVE 43. *To incorporate commonly used assistive technology and ADA compliant workstations into all major labs. (Student Affairs)*

The Assistive Technology Plan has been fully integrated into the Master Plan for Technology, and the principle of incorporating assistive technology and ADA compliant workstations into major computer labs continues to be supported through funded technology plan objectives each year. High Tech Center staff members are working closely with Academic Computing, Distance Education, and the Media Center to ensure implementation of Distance Education Access Guidelines for Students with Disabilities and to provide web page accessibility training for faculty and staff members.

OBJECTIVE 44. *To revise the Technology Master Plan for year four. Once revised, implement year four of the plan along with any carry-overs from year three of the plan. (Planning & Development)*

Year 4 of the Master Plan for Technology was completely revised and updated. As part of this process, the mechanism of prioritizing objectives was modified. Instead of funding the objectives from the Academic Senate

Joint Information Services Committee in a lump sum, technology plan objectives are now culled from the technology plans prepared by the academic departments, prioritized by the Academic Senate Joint Information Services Committee, and then incorporated, along with technology plan objectives from other areas of the College, as fundable objectives into the Master Plan for Technology by the District Technology Committee.

All twenty-four of the objectives for Year Four have been implemented. Highlights for this year include acquiring curriculum development computer workstations for faculty; upgrading the campus e-mail server so that more functionalities are available for Web access; procuring twelve Tegrity Educarts to start outfitting classrooms with multimedia tools; continuing to build our multimedia production capabilities; upgrading the Faculty/Staff Lab for better support of instruction; and beginning to upgrade the campus network to provide better support for expanded services.

OBJECTIVE 45. *To complete the PeopleSoft implementation project for Human Resources and Financials. (Business & Administration)*

The PeopleSoft implementation project has been placed on hold pending the release of Version 8 of the PeopleSoft Student Administration module, now scheduled for late Spring 2001.

OBJECTIVE 46. *To improve access to information, create an Intranet site for weekly posting of agendas for meetings of the Coordinating Council, Budget Committee, Facilities Committee, District Technology Committee, Curriculum Committee, and Program Review Committee. The burden to submit an abbreviated one-page agenda rests with the secretary of each committee. (Academic Affairs)*

It was determined that an Internet, rather than an Intranet, site would better serve the goal of improved access to information because it would allow interested parties to view the information from any location.

Directories on the Web server have been assigned for the Collegewide Coordinating Council, District Technology Committee, Academic Senate Joint Curriculum Committee, and Academic Senate Joint Program Review Committee, and arrangements have been made for the committee secretaries and their administrative assistants to receive training in posting the agenda information. It is anticipated that this objective will be fully implemented for the 2000-2001 academic year.

OBJECTIVE 47. *To explore how technology might improve the way student services are provided and determine what can be changed to improve services and student success through greater use of technology. (Planning & Development)*

An enrollment services modernization project was begun this year. After performing a desk audit to identify all the functions that are performed by the Admissions Office, interviews were conducted with all programs and services that interface with the admissions process. Information Technology staff members were then consulted to determine how technology might enhance identified functions. A recommendation has been developed to be incorporated as objectives into the Master Plan for Technology.

GOAL 5. COMMUNITY PARTNERSHIPS/FINANCIAL VIABILITY

OBJECTIVE 48. *To continue in-service training for all staff on budgeting, purchasing, accounting and payroll issues. (Business & Administration)*

Business Services staff members have attended many training sessions provided by the Los Angeles County Department of Education, the California Association of School Business Officials, and other professional groups. In turn, they have provided flex/staff development day training sessions and have scheduled regular meetings with individual faculty and staff members to assist them with business issues specific to their areas of responsibility.

OBJECTIVE 49. *To facilitate the Collegewide Coordinating Council discussion of the role of the Budget Committee as it relates to long-term financial planning and the Master Plan for Education. (Academic Affairs) **Community of Mutual Respect*

The Collegewide Coordinating Council devoted three meetings to reviewing the history of the Budget Committee, discussing the issues that led to the committee's recent hiatus, and developing a recommendation for the future. The council seriously considered three possible future models – eliminating the Budget Committee and having its functions assumed by the Collegewide Coordinating Council, establishing the Budget Committee as a subcommittee of the Collegewide Coordinating Council, and retaining the Budget Committee as a separate entity. These discussions resulted in a recommendation that the Budget Committee be retained as a separate committee with the charge of monitoring institutional success in having budget priorities across broad categories reflect current institutional objectives. It was also recommended that Budget Committee membership be slightly revised to include three representatives each from the major college constituencies – Academic Senate, Faculty Association, Classified Senate, CSEA, Associated Students, academic administrators, and classified managers. At least one of the representatives from each group should be a Collegewide Coordinating Council member to ensure a liaison relationship between the two committees. The Collegewide Coordinating Council also recommended that the Budget Committee resume its most recent meeting pattern of at least four meetings per fiscal year to correspond with key dates in the budget development process.

OBJECTIVE 50. *To fully participate in the implementation of the PeopleSoft Financials for payroll, accounting, accounts payable and purchasing. (Business & Administration)*

The PeopleSoft implementation project has been placed on hold pending the release of Version 8 of the PeopleSoft Student Administration module, now scheduled for late Spring 2001, and the observation of the direction taken by the County of Los Angeles in implementing PeopleSoft Financials.

OBJECTIVE 51. *To improve the quality and accessibility of accounting data on a long-term basis and to explore interim solutions until PeopleSoft benefits can be realized. (Business & Administration)*

Informational reports are now being distributed on a regular monthly basis, and in-service meetings are held to assist in interpreting the information on the reports. A campus-wide awareness of the chart of accounts and the meaning of appropriate codes has led to more accurate reporting. However, there is still substantial need for continuing efforts to fully meet this objective.

OBJECTIVE 52. *To improve the timing process for reconciliation and claiming of state funded projects. To improve budgeting and accounting processes for categorical and grant funds. To work with Human Resources to establish a position control system for budgeting. (Business & Administration)*

Efforts toward improvement in this area have resulted in limited success because of the rapid growth in the number of grants and the turnover of personnel both within the Business Services area and among project managers for grants. The College plans to contract with a consulting firm to provide guidance and assistance in improving this area.

OBJECTIVE 53. *To implement the reorganization to form a Bursar's office so that cash control is improved. (Business & Administration)*

The Controller and the Director of Auxiliary Services have worked together to identify and quantify all sources of revenue to the District and are visiting other community colleges to observe alternative models for departmental structure and flow of funds. The Director of Auxiliary Services attended the National Bursars Convention and obtained a wealth of information regarding structuring the accounts receivable and cashiering functions in a college environment. It is anticipated that a reorganization plan will be implemented in the 2000-2001 fiscal year.

OBJECTIVE 54. *To provide the Board of Trustees with a comprehensive budget report on a quarterly basis. (Business & Administration)*

The Board of Trustees is provided with a comprehensive quarterly budget report that includes Adopted Budget, Revenues and Expenditures to date, and a projection of year-end figures for all funds.

OBJECTIVE 55. *To continue the capital campaign within the Santa Monica College Foundation, raise at least an additional \$5 million within the 1999-2000 fiscal year, and attempt to sustain major and annual gifts to the Foundation at \$450,000. (Planning & Development)*

As of May 2000, the SMC Foundation capital campaign had raised \$2.1 million and had pending gifts of \$3,045,000 toward its 1999-2000 fiscal year goal of \$5 million. The total gifts in hand stand at \$7,911,376 plus the pending gifts. The Phase I goal is \$12.4 million. The goal of major and annual gifts to the Foundation for fiscal year 1999-2000 was \$450,000, of which \$398,436 has been raised. This does not include \$173,681 of in-kind gifts.

OBJECTIVE 56. *To complete phase one of the fund raising effort (\$3 million) for the Madison Theatre and correspondingly enter into the full architectural design of the Theater. (Planning & Development)*

At the present time, \$2.1 million has been raised with an additional \$2,040,000 in pending gifts. The \$3 million goal should be reached by December 2000.

OBJECTIVE 57. *To develop grant applications to fund priority areas identified within the various planning documents of the College. Also, to develop, in collaboration with Accounting and appropriate administrators from Academic and Student Affairs, a comprehensive training program for grant project managers in conjunction with a workable set of administrative procedures to ensure the timely, accurate and effective management of funded grants. (Planning & Development)*

The College has continued to develop grant applications that both reflect the mission and goals of the College and the priority funding areas that are identified through planning documents (e.g., the Master Plan for Education and the Master Plan for Technology) and committees (e.g., Academic Senate Joint Program Review Committee, Academic Senate Joint Curriculum Committee). The continued pursuit of grant funding is and will be hindered to some degree by the lack of classroom and office space needed to carry out programs.

To assist the program directors of the various grants, the Director, Grants has taken on responsibility for the Title III Project to experience, first hand, the issues and problems encountered by project directors. In order to plan appropriate workshops, the Director, Grants has interviewed program directors to further focus the training on those areas where program directors are most challenged in the administration of their respective projects. An outline for the workshops is being developed based on this input, and a series of brown bag sessions will be conducted beginning Fall 2000. A flow chart, policy statement, and procedures have been drafted to further organize both the grant application development and management processes.

OBJECTIVE 58. *To plan and implement both small and large-scale events that highlight college achievements and promote SMC's presence in the community, e.g. the Science Building Opening Celebration; the Pool Ground-Breaking Celebration; the 70th Anniversary Science Lecture Series; the 70th Anniversary Mentor Student Showcase; and a Writer's Conference. (Planning & Development)*

Large-scale events successfully implemented this year include the opening celebration of the new Science Complex, featuring a Nobel Laureate keynote speaker; a twelve-part Distinguished Scientists Lecture series, open to the public at no charge; a Mentor Student Showcase featuring alumni in the arts who returned for a day of exhibits and performances; Youth Day for Peace and Harmony, which attracted about 400 children; and a 70th Anniversary graduation to celebrate the first graduation of the

new millennium. The Associates Lecture Series sponsored a diverse offering of speakers and performers throughout the year.

OBJECTIVE 59. *To continue to increase the effectiveness of existing recruitment programs and develop new strategies to attract high achieving international students by revising and improving the international admission processes. (Student Affairs) **Community Partnerships/Financial Viability*

Changes in world political and economic conditions continue to present challenges for the continued effort to maintain and increase international student recruitment. Such changes in Asia and South America have resulted in the targeting of new markets in Europe and the Middle East. Also, an organizational change has resulted in coordinating the efforts of the International Education and Outreach offices to enhance recruitment efforts for domestic nonresident students. The International Education Office takes great pride in the quality of the admissions, enrollment, and counseling services offered to Santa Monica College international students and continually strives to enhance the delivery of these services. Current planning efforts are centered upon full participation in the process of transforming the delivery of student services through the use of technology and ensuring that the special needs of international students are addressed.

GOAL 6. FACILITIES

OBJECTIVE 60. *To achieve the next step of the Science project which is the removal of the Science Village. All labs in the center of the village will be removed during August and September, 1999. (Business & Administration)*

More than half of the Science Village temporary buildings have been removed to provide a construction staging area for the upcoming Parking Structure C extension project. The remaining temporary buildings will continue to provide classroom and office space until funding allows for construction of planned permanent classroom and office buildings.

OBJECTIVE 61. *To work with the City of Santa Monica to complete the Environmental Impact Report for the extension of Parking Structure C and to start construction by the Winter session of 2000. (Business & Administration)*

The Environmental Impact Report required for construction of the Parking Structure C extension is still awaiting City of Santa Monica approval. The current plan is to demolish the existing Municipal Pool in September 2000, start site work in October 2000, and begin construction in December 2000. The delays caused by the City of Santa Monica have resulted in a revised planned completion date of Fall 2001.

OBJECTIVE 62. *To work with the Chancellor's Office to provide \$14 million of funding for the Library retrofit and addition. The funding is the first part of the Library objective. Completion of the plans so construction can start prior to the end of 1999-2000 is another element as is the conversion of the Library Village into a temporary library. This must be completed so the Library can move prior to the start of construction. (Business & Administration)*

Construction to convert much of Library Village into a temporary library has begun, and completion is expected in November 2000 for a December 2000 relocation of library services. Although funding for the Library retrofit and addition was secured, planning delays resulted in the need to seek re-appropriation of these funds. These efforts were successful, and construction for the project is now scheduled to begin in Spring 2001.

OBJECTIVE 63. *To relocate administration to the new off-campus site at 2714 Pico Blvd. This will require working with existing tenants and remodeling the space to appropriately hold various administrative functions. (Business & Administration)*

Relocation of administrative functions to the 2714 Pico facility will commence in Fall 2000 as the first two phases of the renovation work are completed. After the leases for existing tenants end in September 2000, the

final stage of construction will begin. January 2001 is the current target date for all planned relocation of administrative functions to have occurred.

OBJECTIVE 64: *To remodel the current administration complex to allow Admissions & Records, Financial Aid and related student services to move to the Pico side of the campus. (Business & Administration) **Student Success*

An architectural firm has been selected to plan the remodeling of the current Administration Complex to house Admissions & Records, Financial Aid, and related student services.

OBJECTIVE 65: *To address and implement the Scheduled Maintenance projects approved by the Board of Trustees and funded by the State. (Business & Administration)*

The following state-funded scheduled maintenance projects approved by the Board of Trustees were completed during the 1999-2000 fiscal year: Art Department roof (south and east); Gym roof; Student Activities Building sewer lines; Telecommunications Building HVAC units; Concert Hall HVAC units; and a campus-wide fire alarm system

OBJECTIVE 66. *To improve and simplify identification of buildings and rooms through the increased use of signage and building directories. (Business & Administration) **Student Success*

As campus buildings are repainted, building signage is also being reviewed and redone. Campus locator maps continue to be updated as facility changes occur.

OBJECTIVE 67. *To coordinate with the City of Santa Monica on the construction of the municipal pool replacement on the 16th Street side of the campus. (Business & Administration)*

The site work for the new municipal pool has been completed by the City of Santa Monica, and construction will begin during Summer 2000 with a projected completion date of Spring 2001.

OBJECTIVE 68. *To continue to make a concentrated effort to keep the campus clean and enlist the assistance of the college community to develop an on-going clean campus campaign. (Business & Administration)*

Monthly campus cleanup projects have been successfully implemented in cooperation with the Associated Students. Recycling of waste materials has increased through the use of dedicated student workers and the acquisition of a recycling cart by the Grounds and Operations departments.

OBJECTIVE 69. *To complete the construction/remodel projects that were started or in process in 1998-99. (Business & Administration)*

Numerous construction/remodel projects that were started in 1998-99 and hazard mitigation projects were completed this year. Light fixtures in all campus buildings except those slated for renovation in the immediate future were replaced with new high-efficiency bulbs and ballasts and were earthquake-braced. FEMA assisted in this as in the installation of filming for most of the windows on campus to mitigate glass shattering in the event of another earthquake. Extensive equipment and furniture strapping was also done. Concerns of Business and Technology Building occupants regarding air temperature and quality resulted in considerable time and effort devoted to information gathering and testing of the HVAC systems for these buildings. The information acquired will be carefully evaluated to determine the causes of these concerns and to develop a plan to address them.

The following is a partial list of small projects completed in 1999-2000: remodeled LA 103/109 to house the Assessment Center; remodeled the former African American Collegiate Center Bungalow to house general counseling functions; remodeled SV 20 and SV 28 (Counseling Village);

remodeled Student Cafeteria to accommodate KCRW storage in the north-east corner; remodeled Admissions 105 & 103; remodeled College Police Annex; painted Exterior of PE Bungalows; painted Exterior of Airport Site; installed new carpet throughout Cayton Center; and installed new carpet & painted 2714 Pearl Street (to house Grants and Institutional Research)

OBJECTIVE 70. *To establish methods for regular communications with faculty, staff and student organizations about facilities and maintenance developments. (Business & Administration) **Community of Mutual Respect*

Communication with faculty, staff, and student organizations about facilities and maintenance developments has not reached the desired level of effectiveness. Improved communication will be a major objective for the coming year in light of the major construction projects (Library, Parking Structure C extension, etc.) scheduled for core campus areas.

OBJECTIVE 71. *To evaluate and modify the new work order tracking and distribution system for its effectiveness in assisting the Maintenance department to complete work orders in a satisfactory manner. (Business & Administration) **Community of Mutual Respect; Student Success*

Valuable information from the new work order tracking and distribution system is being gathered and will be analyzed to assist the Maintenance and Facilities Planning departments in the development and implementation of scheduled maintenance programs.

**BOARD OF TRUSTEES ACCEPTED GRANTS
1999 - 2000**

GRANT	AGENCY	AMOUNT	APPROVAL DATE	CONTRIBUTING/ LEAD FACULTY
Matriculation Set-Aside: Innovative Student Development Curriculum Model (Year 3)	Chancellor's Office	\$36,660	Jul 6, '99	Linda Webster
Integrating Service Learning into the Curriculum	Chancellor's Office	\$81,866	Jul 6, '99	Fabienne McPhail
Tech Prep	Chancellor's Office	\$69,900	Jul 6, '99	Marvin Martinez
Middle College High School ("Launchpad")	Chancellor's Office	\$100,000	Jul 6, '99	Winniphred Stone/ Julie Yarrish
Transfer Readiness Research (Year 2)	Chancellor's Office	\$31,250	Jul 6, '99	Brenda Johnson-Benson
Multimedia/Entertainment Center (Year 3)	Chancellor's Office	\$178,875	Aug 2, '99	Winniphred Stone
Job Development Incentive Training Fund: Loew's Hotel (Year 2)	Chancellor's Office	\$299,935	Aug 2, '99	Elmer Bugg
USSP: Pico Partnership Program Renewal	Chancellor's Office	\$36,560	Sep 7, '99	Deyna Hearn
FSS: Continuous Quality Improvement (Year 3)	Chancellor's Office	\$6,250	Sep 7, '99	Linda Webster
Industry Driven Regional Collaborative	Moorpark College/ Chancellor's Office	\$55,657	Sep 7, '99	Mary Bober/ Deborah Schwyter
FSS: Underrepresented Science Access Program (Year 2)	Chancellor's Office	\$36,365	Sep 7, '99	Al Buchanan
Greater Los Angeles County School-to-Work	Los Angeles County Office of Education	\$50,480	Sep 7, '99	Kay Azuma
California Virtual University (CVU) Staff Development Center	Chancellor's Office	\$30,000	Sep 7, '99	Jennifer Merlic
Title III – Strengthening Institutions Program	US Department of Education	\$349,967	Sep 7, '99	Erica LeBlanc
Title VI-B, International Business Education (Year 2)	US Department of Education	\$84,000	Oct 4, '99	Joan Abrahamson

HACU Welfare-to-Work	Hispanic Assoc. of Colleges & Univ./ US Department of Labor	\$286,896	Oct 4, '99	Marvin Martinez
Online Degree in Business Administration	eCollege	\$78,000	Nov 8, '99	Winniphred Stone
Child Development Training Consortium	California Dept. of Education	\$7,500	Dec 6, '99	Jennifer Montgomery
FII: Student Success Project	Chancellor's Office	\$82,480	Jan 10, '00	John Gonzalez
Careers in Child Care Project	Department of Social Services	\$576,584	Jan 10, '00	Tracey Ellis
CalWORKs/TANF Funding	Chancellor's Office	\$725,967	Jan 10, '00	Tracey Ellis
CalWORKs Funding (augmentation)	Chancellor's Office	\$56,315	Jun 5, '00	Tracey Ellis
Child Care Training Project	Career Planning Center/Los Angeles County	\$124,000	Apr 3, '00	Tracey Ellis
Pico Partnership On-the-Move (Year 2)	City of Santa Monica	\$188,944	May 1, '00	Camille Presley
Teacher Training and Reading Development Partnerships (TRDP)	Chancellor's Office	\$250,000	May 1, '00	Judy Schwartz
Multimedia/Entertainment Center (Year 4)	Chancellor's Office	\$178,875	Jun 5, '00	Winniphred Stone
Job Development Incentive Training Fund Grant for the Retail Industry (Santa Monica Place)	Chancellor's Office	\$299,165	Jun 5, '00	Elmer Bugg
Job Development Incentive Training Fund Grant for Travel Industry (American Airlines Regional Training Center)	Chancellor's Office	\$299,520	Jun 5, '00	Elmer Bugg
LACOE School-to-Career	Los Angeles County Office of Education	\$20,000	Jun 5, '00	Tracey Ellis
Job Development Incentive Training Fund: Restaurant Consortium	Chancellor's Office	\$299,906	Jun 5, '00	Elmer Bugg

A Model for Job Placement & Training of Community College Graduates with Developmental Disabilities	State Center for Developmental Disabilities	\$127,311	Jun 5, '00	Sandi Burnett/ Mary Jane Weil
Job Development Incentive Training Fund: Hotel Consortium	Chancellor's Office	\$299,729	Jun 5, '00	Elmer Bugg

RESEARCH REPORTS

99.9.1.0	Fall Session Enrollment Data - 1999:	September 17, 1999
99.10.1.0	The Effect of Term Length on Student Success:	October 1, 1999
99.10.2.1	Student Outcomes Related to Course Length-	October 21, 1999
2000.1.1.1	Winter Session Enrollment Data:	January 14, 2000
2000.3.1.0	Spring Session Enrollment Data:	March 7, 2000
2000.4.1.0	The Influence of Session Length on Student Success:	April 4, 2000
2000.6.1.0	Profile of First-time College Students, Fall 1999 versus Fall 1997:	June 21, 2000
2000.6.2.0	Summer Session Enrollment Data:	June 29, 2000
2000.6.3.0	Profile of All SMC Students, Fall 1999 versus Fall 1997:	June 29, 2000

INSTITUTIONAL RESEARCH REPORTS

Type	Description	Timeline
Accreditation	Multi-year summary data	Every 6 years
CCFS320	State – Community College Financial Statement	January, April, July
Enrollment	Summary enrollment statistics for each session	Winter, Spring, Summer, Fall
Federal	Student Right to Know	Annual subscription with Chancellor's Office
Grants	Collect data to support college grants	As needed
Instruction	Grade Study	Winter, Spring, Summer, Fall
Instruction	Instructional Program History by Discipline	As needed
Instruction	Prerequisite Analysis	As needed
Instruction	Student Progress in Subsequent Courses	As needed
Instruction	Class Size by Course	Winter, Spring, Summer, Fall
Instruction	Program Review Support	As needed
Instruction	Faculty support for departmental projects	As needed
IPEDS	Federal – several parts	Fall

Newsletter	Research newsletter with key campus data	Once or twice per year
Personnel	Annual Equal Opportunity Report	Fall
State	AB1725 Full-time Data	Fall
State / SMC	Partnership for Excellence Indicators	Annual
Students	Focus groups (such as success, retention, transfer)	As needed
Students	Persistence data	Spring, Fall
Students	Probationary / Disqualified students report	Spring, Fall
Students	Reasons for Withdrawal	Spring, Fall
Students	Student Equity	As needed
Students	Success and Withdrawal data	Winter, Spring, Summer, Fall
Students	Transfer data	Funded by a grant for three years
Surveys	Complete appropriate external and internal surveys	As requested
Surveys	Surveys, including Accreditation	As needed
Web Page	Web page data accessible to all	Ongoing