



August 3, 2017

Dear SMC Colleagues,

As we reflect on the many achievements and successes of the 2016-17 academic year it is a wonderful reminder of why we work at Santa Monica College: to change students' lives. Moving forward into 2017-18 I am encouraged by the many ideas and efforts directed toward improving student success and SMC. One project about which I am particularly happy is the report from the strategic planning process presented to the Board of Trustees at the August 1, 2017 meeting.

The Collaborative Brain Trust, the strategic planning consultants contracted to guide the planning process, completed the project report and sent their recommendations to the college president. The report has been posted at <http://www.smc.edu/Search/Pages/Results.aspx?k=strategic%20planning>. I encourage you to read this document as it will inform institutional priorities and planning moving forward.

I am pleased by the degree of engagement in the strategic planning process by both internal and external constituents. I want to publicly thank the Strategic Planning Task Force and members of the strategic planning workgroups for thoughtful and enthusiastic participation. Thank you also to those who participated in any of the strategic planning activities including the "listening sessions" and open forums—as well as the survey. This feedback was crucial and seriously considered by the task force and workgroups.

As part of the Strategic Planning process, SMC's Mission Statement was carefully reviewed and revised to reflect a more focused direction, as well as to respond to Recommendation #1 from the 2016 accreditation team report that the College incorporate into its mission statement a clear description of its intended student population. Six strategic initiatives with supporting objectives were identified and will help guide Santa Monica College's direction over the next five years from 2017 to 2022. Both the revised Mission Statement and the Strategic Initiatives were approved by the District Planning and Advisory Council (DPAC) on June 14, 2017. The revised Mission statement was approved by the Board of Trustees July 11, 2017. Both

documents [have been posted on the strategic planning website](#). (See “Strategic Initiatives” under the “Resources” heading).

The Strategic Initiatives are integral to the reports and data that will help guide the identification of the 2017-18 *Master Plan for Education* objectives. The excellent work of the Student Success /Equity and Integrated Planning workgroups will continue as we seek to further strengthen our efforts in these areas.

Enjoy the rest of your summer. I look forward to seeing each of you at Opening Day August 24, 2017 for the start of the 2017-18 academic year!

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