In pursuing the following Strategic Initiatives, Santa Monica College will apply its ability to be number one in transfer and international students' success to also excel in student equity, guided pathways, and Career Technical Education.

<u>Close the gaps in educational outcomes among student groups.</u>
- Analyze best practices for achieving equity in education outcomes.
- Integrate and implement student success and equity plans with assigned responsibilities, benchmarks, and timelines.
- Increase student financial literacy.
- Maintain an innovative, responsive, and inclusive academic environment, curricular programs, learning strategies, and services.
- Increase the number of students who complete and succeed in all courses.
- Increase the persistence, completion, and success in all courses for African-American and Latino/a/x students and other groups experiencing equity gaps.
- Increase the persistence in and completion through the English and math sequences for African-American and Latino/a/x students and other groups experiencing equity gaps.
- Increase the overall number of degrees and certificates awarded for African-American and Latino/a/x students and other groups experiencing equity gaps.
- Increase the overall number of transfer applications for African-American and Latino/a/x students and other groups experiencing equity gaps.
- Increase the number and percentage of full-time instructional and non-instructional faculty from diverse backgrounds.

<u>Expand Santa Monica College's identity by enhancing and diversifying educational and career opportunities and pathways for students.</u>
- Develop clear pathways to completion for all programs. Expand Career and Technical Education by enhancing and developing programs that meet the current and future needs of local and regional industry and business.
- Develop an educational master plan to describe future programs and services and to guide enrollment management, human resources, technology, and assessment.
- Analyze the local and regional labor market needs and trends, including those of "Silicon Beach."
- Expand targeted marketing and communication to prospective students.
- Improve communication, engagement and partnerships with external stakeholders, including business, industry, and local agencies.

<u>Foster institutional effectiveness and innovation by improving long-term and integrated planning linked to resource allocation.</u>
- Streamline, clarify, and communicate the integrated college planning structure.
- Develop and implement an effective enrollment management plan.
- Analyze the current governance structure and charges, specifically DPAC.
- Improve the program review process to better utilize results.
- Improve internal communication (for staff and students).

Develop a human resource plan which supports student success by achieving benchmark levels of full-time faculty, classified staff, and administrators.
- Create staffing plans for facilities, technology, and support programs.
- Increase the number and percentage of full-time instructional and non-instructional faculty.

Improve facilities and technology infrastructure, integration and staffing.
- Develop a college technology plan that includes resource needs for implementation.
- Analyze and improve existing facilities.
- Enhance the 17th Street entrance to the College.

Assure an effective and dynamic college by ensuring long-term fiscal stability.
- Develop college budget priorities.
- Develop a college resource allocation model within the integrated planning structure.
- Advocate for additional ongoing State resources in support of the college.
- Influence State policies that impact California community colleges.