Appendix

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REPORTS AND DATA

As part of the development of the Santa Monica College Master Plan for Education 2025–2030, the college engaged in extensive research, data analysis, and broad-based community input. To ensure transparency and provide the SMC community with access to the materials that informed the plan, the complete text of the following supporting documents is available for reading online. Link here. The documents are also available for download (SSO login required).

Summary descriptions of these documents are provided below.

1. **Strategic Plan Final Report by Kennedy & Company**

   This report, prepared by Kennedy & Company, presents an in-depth environmental scan and strategic analysis of Santa Monica College. The report provides insights into enrollment trends, program performance, and labor market alignment, and highlights opportunities for SMC to strengthen its academic offerings, improve efficiency, and position itself competitively in the landscape of higher education. The report served as a cornerstone in framing the strategic context of the Master Plan for Education.

2. **Santa Monica College Labor Market Information by TOP Code**

   This dataset, from the Center of Excellence, compiles detailed labor market information (LMI) for academic programs at SMC, organized by Taxonomy of Programs (TOP) code. The report provides a quantitative view of regional job demand, median wages, projected growth, and educational requirements, to support evidence-based decision-making about program development and alignment with workforce needs.

3. **All-Campus Ideation Workshop Data**

   This document contains the full record of input gathered at SMC's All-Campus Ideation Workshop held in fall 2024. Faculty, staff, and managers contributed feedback on SMC's strengths, opportunities for growth, challenges, and indicators of future success. The report includes raw workshop notes, organized feedback, and AI-assisted theming of ideas. These inputs directly shaped the nine institutional priority areas that guided subsequent design workshops and strategic action planning in spring 2025.

4. **CCC Online Education Surveys – Student and Faculty Perspectives**

   These paired survey reports from fall 2024 present the voices of Santa Monica College students and faculty regarding online education. The Student Survey gathered responses from more than 700 SMC students about their experiences with on-campus, online, hybrid, and HyFlex courses. The report provides insights into student preferences, challenges with technology and engagement, and recommendations for improving online learning. The Faculty Survey collected responses from 200 SMC instructors about their teaching experiences across modalities. The report explores faculty perspectives on course design, engagement, support services, use of technology (including AI), and professional development needs.

5. **Class Size and Fill Rate Analyses (Fall 2017–Fall 2023)**

This pair of documents provides a quantitative picture of classroom use and scheduling efficiency at SMC. "Average Class Size by Academic Discipline" tracks trends in class sizes across all instructional areas, with attention to shifts during the pandemic years and subsequent recovery. "Class Fill Rates by Academic Discipline" presents seven years of data comparing census-date enrollments against maximum section capacity.

6. **Santa Monica College Planning Crosswalk – Details by Focus Area**

This document is the expanded version of the "Santa Monica College Planning Crosswalk – Summary" included in the Master Plan for Education. This more detailed table shows alignment of goals, objectives, and action items across all of SMC's active planning documents as of 2025—including the Strategic Enrollment Management Plan, Student Equity Plan 2022-2025, Guided Pathways Workplan, Technology Master Plan, and Facilities Master Plan.

Organized by major focus areas such as Access, Engagement, Success, and Infrastructure, the crosswalk traces how each strategy from these plans connects to the goals of the Master Education Plan. Note that several of the plans are nearing their sunset date and will be reimagined in the year ahead.