



Santa Monica Community College District
BOARD OF TRUSTEES

ANNUAL GOALS 2023-2024 AND ONGOING PRIORITIES

ANNUAL GOALS 2023-2024

The Future of the College

1. Complete an Educational Master Education Plan that includes lessons-learned from COVID, challenges and opportunities presented by the economic and demographic landscape, and current and projected revenue and enrollment.
 - Complete SMC Educational Master Plan by Fall 2024
 - Adopt a strategic plan for SMC based on the Educational Master Plan
2. Complete ACCJC process for SMC accreditation.
3. Increase enrollment by 5%.

Educational Advancement, Quality and Equity

4. Schedule on-ground, online, and hybrid courses in accordance with student demand.
5. Decrease equity gaps, using appropriate data and controls including on measuring the effects of interventions, and increase:
 - Successful enrollment for first-time applicants;
 - Persistence from first term of enrollment to subsequent term;
 - Course success in equitized gateway courses;
 - Transfer level English and transfer level Math successful course completion in Year One;
 - Units successfully completed in Year One; and
 - Completion for Vision For Success and Student Centered Funding Formula (SCFF) for all populations (Bachelor Degrees, Transfers, AAs, ADTs, Chancellor's Office Certificates).
6. Obtain approval from CCC Chancellor's Office and ACCJC for SMC's Cloud Computing Baccalaureate application proposal.

Student Life

7. Complete an equity audit of all campus operations, using appropriate data and controls including on measuring the effects of interventions.

Fiscal Stewardship

8. Reduce the budget deficit by \$10,000,000.

9. Stabilize the fiscal structure of SMC and meet the requirements for a 7% fund balance.
10. Work with state and federal allies and legislators to increase and stabilize funding and the SCFF at a level that sustains the work of the College.

Facilities

11. Update and complete the Facilities Master Plan to support the vision for SMC's future.
12. Improve sustainable environmental (e.g., water, energy, and waste) policies, including to reduce dependence on the third parties (such as utilities).

Community Relations

13. Simplify online and in-person enrollment including for high school students, using appropriate data and controls including on measuring the effects of interventions.
14. Conduct a meeting of the Board of Trustees at the SMC Malibu Campus.

ONGOING BOARD OF TRUSTEES PRIORITIES

The Future of the College

1. Develop new programs and partnerships that support the strategic vision and plan for the future of the College.

Educational Advancement, Quality, and Equity

2. Hire and support a diverse and innovative faculty and staff, while seeking to increase the percentage of full-time faculty over time.
3. Ensure a supportive, inclusive, and collegial environment for students and staff.
4. Support participatory governance in College decision-making.

Student Life

5. Infuse anti-racist, equity-minded academic and non-academic support in all areas of the College.
6. Implement initiatives that overcome barriers based on students' financial resources and unmet basic needs.
7. Devote resources to assist students with personal circumstances that negatively affect student success.

Fiscal and Facilities

8. Seek opportunities for improved revenue generation, cost control, re-organization, and enrollment management to ensure a sustainable budget and efficient operations.
9. Re-commit to environmental sustainability in light of the continuing climate crisis.

Community and Government Relationships

10. Improve special programs that serve local students by increasing College readiness and success.
11. Strengthen Emeritus Program.

Reviewed and Discussed by the Board of Trustees: September 12, 2023

Approved by the Board of Trustees: October 3, 2023