



Annual Report

2015-2016



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ANNUAL REPORT FOR 2015-16

INTRODUCTION

Santa Monica College continues to forge ahead as an institution that is first in class in exemplifying the community college mission. In 2015-16, the institution achieved recognition in many fields, created innovative curriculum, and took vital—and visionary—steps toward expanding its capacity to serve its communities. While the following list of key achievements is certainly noteworthy, it is not exhaustive. It is, however, a strong representation of our drive as a College to expand opportunities to serve our diverse student body—ultimately ensuring that all who come here succeed, and to maintain our unflinching place as a leader and innovator in higher education.

Here are the key highlights from 2015-2016:

- Santa Monica College made history as one of fifteen community colleges selected by the California Community Colleges Board of Governors to be part of the state’s landmark Baccalaureate Degree Pilot program, to offer a Bachelor’s of Science Degree in Interaction Design. After much preparation, the degree will be launched this fall with a cohort of qualified students.
- In November 2015, after a nationwide search, the Board of Trustees voted unanimously to appoint Dr. Kathryn E. Jeffery as Santa Monica College’s new Superintendent/President. Dr. Jeffery comes to SMC after serving as president of Sacramento City College. Her overall experience in higher education is prolific and diverse—over three decades in roles such as professor, counselor, and administrator—from arts and educational leadership education, to student services and Career Technical Education. Past positions include serving as President of Hennepin Technical College; Provost/Chief Campus Administrator at the College of Southern Nevada in Las Vegas; Vice President of Columbia College in the Yosemite Community College District; and as a Dean at the California Community Colleges Chancellor’s Office. Since taking office in February 2016, Dr. Jeffery has immersed herself in getting acquainted with the campus community, students and the external community, and has begun the process of wholeheartedly engaging with all of the College’s constituencies.
- SMC marked a 25-year unbroken streak as California’s No. 1 community college in transferring students to the University of California system. The College also continues to be tops in transfers to USC and LMU, and is the top feeder west of the Mississippi to the Ivy League’s Columbia University.
- The STEM Science and Research Initiative “Chemistry Boot Camps”—intensive faculty-led workshops which led to unprecedented success for African-American and Latino students in an

introductory general chemistry class—won a Dr. John W. Rice Diversity and Equity Award. Established in 2001 and named for former Board of Governors member Dr. John W. Rice, the award recognizes individuals, programs, or community colleges that have made “the greatest contribution towards faculty and staff diversity or student equity.”

- President Obama awarded a Public Safety Officer Medal of Valor—the highest national award for valor presented to a public safety officer—to Captain Raymond Bottenfield of the Santa Monica College Police Department at a White House ceremony for his heroic actions on June 7, 2013.
- The SMC Malibu Campus project was approved by the City of Malibu Planning Commission and the Malibu City Council, including approval of all requested zoning variances. An appeal to the Coastal Commission resulted in a finding of no substantial issue, providing final approval for the project. Construction is expected to start in 2017.
- The District’s annual independent audit resulted in a clean opinion of the financial statements and marked the ninth consecutive year without any financial findings.
- The College focused its energies on developing an in-depth Accreditation Self-Evaluation Report, an effort that involved scores of employees, in preparation for the ACCJC team visit in October.
- In a continued demonstration of our commitment to academic excellence, SMC hired 30 new full-time, tenure-track faculty members in 2015-16.
- 44 new credit courses and six distance education courses were approved; new courses included 15 upper division courses for the Bachelor of Science degree in Interaction Design. 15 Associate Degrees for Transfer have been approved at the state level. Two department certificates and one Associate degree/Certificate of Achievement were also approved.
- The SMC/UCLA Science and Research Initiative continues to grow. This year, 210 students—compared to last year’s 165—were admitted into the program. 82 percent of SRI Scholars successfully passed STEM courses at SMC.
- SMC Theatre Arts and The Shakespeare Center of Los Angeles (SCLA) launched a groundbreaking “Summer of Shakespeare” collaboration featuring the launch of the SMC Shakespeare Apprentice Company. The premiere season will feature two of Shakespeare’s most popular romantic comedies, involving SMC students as well as a professional cast.
- The College grew its Dual Enrollment program significantly, through enhanced partnership with SMMUSD and collaboration through the LA HI-TECH grant. A total of 38 dual enrollment classes were offered, 13 of them at SMMUSD.
- Admissions launched the Perceptive Intelligent Capture for Transcripts project, facilitating the automation of transcript evaluations; the number of auto-awarded degrees and certificates also increased from 918 last year to 1,818 in 2015-16.
- Among many accomplishments in student services, SMC’s Black Collegians/Adelante program launched a successful mentoring program at John Adams Middle School, pairing students at SMC

with JAMS students. A new applied learning and service learning program was launched, and SMC Health Services now provides nutritional counseling to students.

- The Athletics Department enjoyed another record-setting year. The football team won the American Division Bowl Championship; SMC was the only undefeated junior college team in the state and has been moved up into the elite conference, the National Conference of Southern California.
- SMC was one of only four community colleges nationwide to receive a NASA Minority University Research and Education Project (MUREP) Community College Curriculum Improvement grant. The grant gives SMC up to \$250,000 annually—for up to three years—to provide training for professors teaching STEM courses. The college received 13 new grant awards, a total of nearly \$5 million.
- The successful Study Abroad program was expanded with the approval and launch of a one-unit Global Studies field studies course this spring, and the locations were England and Korea. A summer and winter program also took place in Latin America and South Africa respectively.
- A streamlined institutional version of SMC's award-winning educational planning tool MyEdPlan went live—for use by both students and counselors; and the District's server infrastructure was upgraded and Internet congestion issues addressed by doubling the available bandwidth.
- The College benefited from a recovering state economy, ending 2014-15 with a general fund balance of \$13.8 million or 9.15 percent. The 2015-16 state budget for the community college system was the largest in the College's history—resulting in the institution experiencing its worst and best budgets within a period of just five years.
- The new 17th Street/Santa Monica College station on Metro's Expo Line—the first light rail transit connecting downtown Los Angeles to Santa Monica in over six decades—opened in May, making it possible for thousands of students to ride Expo direct to campus. New transportation options including rideshare services like uberPOOL were also introduced to alleviate traffic congestion.
- Construction on several new and modern learning facilities is in full swing—with several close to completion. These include The Center for Media & Design; the East Wing of the Performing Arts Center; and the Health, PE, Fitness, and Dance project.
- After a collaborative negotiation process, the District and the California School Employees Association reached a new successor agreement effective July 2015 through June 2018.
- The SMC Foundation distributed more than 780 scholarships totaling \$687,474 in 2015-16.
- The Broad Stage celebrated its eighth season with opera superstar Anna Netrebko, the London production of *1984*, and performances featuring Lil'Buck, Keb Mo, Andre Watts and other top-notch performers. The Broad Stage continued to expand its educational programs, reaching 23,000 students, teachers and family members.
- KCRW saw audience growth of 40 percent, with 770,000 weekly listeners. KCRW is set to move into its new facilities at the rebranded SMC Center for Media & Design in Spring 2017.

- The Board unanimously approved a resolution to place a \$345 million classroom repair, career training, and higher education access measure on the November ballot. The Santa Monica City Council unanimously endorsed the proposed bond measure. All the campus projects are drawn from SMC's 2010 Facilities Master Plan and other priority facility projects submitted to the state—all approved with substantial community input. The bond measure also includes three joint use projects: with the Santa Monica-Malibu Unified School District to replace the defunct John Adams Middle School Auditorium; with the City of Santa Monica to expand Memorial Park for more athletic field space; and with the City of Malibu to fund instructional enhancements to SMC's program in Malibu.

No list of accomplishments would be complete without citing just a few of the accolades that our students and programs have won: The American Chemical Society (ACS) Committee on Education recognized the student-run SMC Chemistry Club with an 'Outstanding' recognition, ACS's highest; SMC student Carlos Vasquez was also selected as an ACS Scholar; SMC student Angela Smith won a full scholarship to Stanford University; the student newspaper *The Corsair* earned more than 20 awards in prestigious national and state student journalism competitions; the Debate Team won awards at the LMU California Cup Tournament, and scored a victory over the Japanese National Debate Team; *CORA*, a student film, was screened at the American Pavilion Emerging Filmmaker Showcase at the 2016 Cannes Film Festival, and was shortlisted for the BAFTA US Student Film Award; and the SMC Theatre Arts Department's production of "M. Courage" was invited to the 48th Annual Kennedy Center American College Theatre Regional Festival.

Thank you to the employees of SMC whose tireless work and dedication to our students is the backbone of any success we celebrate. Finally, I want to thank the Board of Trustees for their exemplary leadership and support. Your commitment to student success—as well as your championing of educational equity and quality—is what makes Santa Monica College a model of excellence.

Dr. Kathryn E. Jeffery
SMC Superintendent/President

ACCOMPLISHMENTS OF 2015-16

ACCREDITATION

The development of the **Accreditation Self Evaluation Report** continued to be a major item of focus for the college this year. This in-depth examination of the college's effectiveness in accomplishing its mission in the context of student learning and student achievement involves scores of faculty, administrators, and classified employees. The college has drafted a thorough self-evaluation report that is both reflective and rewarding, celebrating both our many accomplishments and acknowledging areas that could be improved.

In addition to the specific plans for improvement within the four Accreditation Standards, the college has identified two primary areas of focused efforts in the Quality Focus Essay, a new requirement from the Accrediting Commission for Community and Junior Colleges (ACCJC) that requires the college to identify "action projects" for further study and actions that have potential for improving student outcomes. The two action projects proposed are an **Integrated Student Equity and Success Plan** and a **Transformative Technology Plan**.

The external Accreditation Team will visit the College in October and will make recommendations based on their assessment of how well the college meets the standards of quality as defined by ACCJC.

BACHELOR'S OF SCIENCE DEGREE IN INTERACTION DESIGN (IXD)

In fall 2015, the SMC Curriculum Committee's subcommittee on the bachelor's degree was expanded into the broader **Bachelor's Degree Task Force**, chaired by the Curriculum Committee chair and the Dean of Instructional Services, including faculty from Graphic Design, Computer Science and Information Systems, English, Psychology, Communication and Media Studies, Business, and Counseling. The Bachelor's Degree Task Force provided direction for the development of curriculum, the selective admissions process, the technological infrastructure to support the program, and support services for program participants.

The program requires completion of at least 120 degree-applicable semester units, and criteria includes completion of at least 50 percent of area of emphasis units (inclusive of lower-division graphic design courses equivalent to earning the Associate of Science in Graphic Design with a concentration in User Experience) at SMC, completion of six semester units of upper division general education coursework, and an overall GPA of C (2.0) or higher.

The curriculum was designed in accordance with Advisory Board recommendations, with the **California Community College Chancellor's Office Baccalaureate Degree Pilot Program Handbook** (the equivalent to Title 5 regulations for the pilot degrees), and with ACCJC requirements for baccalaureate degrees. At its June 10 meeting, however, ACCJC voted to modify the baccalaureate degree requirements. These modifications will require minor revisions to the curriculum. These modifications will be presented to the Curriculum Committee in early fall 2016.

Admission to the program is selective and occurs when students are ready for junior level standing. Entering students at the freshman level are advised to complete the Associate in Science in Graphic Design with a concentration in User Experience. This lower division preparation provides students with

the ideal foundation for success in the last two years of the Bachelor of Science IxD program. One of the criteria for admission includes the submission of a detailed design portfolio.

From a pool of applicants, a committee selected the first cohort of 21 students who both met the minimum academic qualifications, and whose portfolios demonstrated sufficient foundational skills and potential for success in the IxD field; they will begin upper division coursework in fall 2016. Three additional students will also start in spring 2017. Applications to the program are accepted on an ongoing basis for fall and spring semesters at set deadlines including one for priority consideration.

Implementation of the pilot baccalaureate degree required several modifications to SMC's technical infrastructure, all of which are now complete. They include changes to the ISIS course catalog, MIS reporting procedures, the SMC student application, the creation of a secondary online application website as well as a new website dedicated to the IxD program.

There is a full-time counselor assigned to provide direct support to the program. All counselors have received training regarding the new degree and its requirements. Financial Aid has also completed the needed Federal-level procedures to ensure students may use their financial aid awards toward the Bachelor's degree program. The library worked with faculty to identify and purchase the resources needed, and learning resources options are being established. Future plans include the setting up of internship opportunities by the Career Counseling Center.

The group of 15 Bachelor's Degree Pilot (BDP) program colleges continues to hold regular conference calls and meetings organized by Chancellor's Office staff and leadership, and SMC participates in these activities as well as in professional development and support services offered to the pilot colleges. The Academic Senate for California Community Colleges has also played a major role in developing guidelines and policy for the pilot colleges.

ACCJC accepted the **Substantive Change Report** submitted by the VP of Academic Affairs in fall 2015, thereby granting temporary accreditation for SMC's Bachelor's degree. A site visit will take place during ACCJC's regular site visit, from October 3-6, at which time SMC anticipates that accreditation for the degree will be fully affirmed. Degree requirements will be modified to meet the newly revised ACCJC guidelines.

To increase the pool of candidates for admission to the IxD Bachelor's degree program, the College has reached out to other community colleges, inviting the establishment of articulation agreements so that their Graphic Design students may transfer seamlessly into our upper division program. SMC hosted an **IxD Articulation Summit** on May 13, 2016; attendees included representatives from 11 community colleges and the Fashion Institute of Design & Merchandising. One college has already submitted a request for articulation of their Associate in Science in Graphic Design, and it is anticipated that others will follow.

ACADEMIC AFFAIRS

Student Equity. The College's **Student Equity Plan** was submitted in December 2015 to the Chancellor's Office. Made possible by a \$1.9 million award from the state to address equity gaps, the overall scope of the plan is to pursue two major pathways to improve student equity at SMC by supporting: **(1) Research and Inquiry** and **(2) Direct student support programs**. The SMC Student Equity Committee was charged

with identifying target populations experiencing achievement gaps within five categories: **Access, Basic Skills and ESL Completion, Course Completion, Degree and Certificate Completion, and Transfer.**

The second year of the equity plan focused on finalizing research and inquiry on campus environment and policies that may be adversely affecting Black and Hispanic students—student groups who demonstrated significant achievement gaps across all five indicators. Data gathered in Year 2 was used to set aggressive yet reasonable targets to reduce disproportionate impact in SMC classrooms. Here is an overview of equity projects completed or currently underway:

- **Research and Inquiry.** Equity Summit speaker Dr. Veronica Neal focused on building cultural competency across campus. Over 75 faculty, administrators and staff attended the summit, and many attendees participated in the Student Equity Committee in 2016. The **Minority Male Community College Collaborative** is conducting faculty interviews and staff focus groups. “Teaching Men of Color” online modules have been launched with the support of the new project manager for student equity. Over 80 instructors have signed up to participate this summer and additional trainings will be offered in upcoming semesters. Faculty and staff have been able to attend equity-focused conferences funded by equity monies; future professional development activities are planned on campus to enhance equity-minded practices and policies in our classrooms, in collaboration with the Center for Teaching Excellence.
- **Student Support Services.** Equity funds have been allocated to existing programs (DSPS, Guardian Scholars, CalWorks, Veterans Resource Center, Black Collegians, and the Latino Center) to increase access for target students to the services provided by these programs.
- **Instructional Support and Academic Interventions:** With Equity funds, new staff has been hired to increase support for tutoring programs and centers, and Black Collegians and the Latino Center have partnered with Loyola Marymount University to fund the **Undergraduate Research Summer Academy** for 28 SMC students to participate in a ten-day research residency at LMU. Pilot projects such as a sociology and history coaching program, English Academy to prepare students for English 1, embedded tutoring for STEM students, and chemistry and math boot camps, are among the continued Equity-funded initiatives to help reduce the achievement gap for students in the areas identified by the College.

Curriculum. The Curriculum Committee approved 44 new credit courses and six distance education courses during the spring and fall semesters of 2015-16. These new courses included 15 upper division courses for the baccalaureate degree in Interaction Design. Fifteen Associate Degrees for Transfer (ADTs) have been approved at the state level. Two department certificates—User Experience Design and Visual Development—and one Associate degree/Certificate of Achievement in Infant/Toddler instruction were also approved. 36 programs and 157 courses underwent revisions. Of particular note this year was the approval of the Bachelor of Science degree in Interaction Design (BS IxD) and all the related upper division courses. As part of the historic statewide pilot program, this was a first at Santa Monica College.

The Curriculum Committee was able to make some exciting inroads into new curriculum, and perfecting existing curriculum. In addition to the new certificates and curriculum for the BS IxD program, several innovative new courses were approved, including four new engineering courses, an introduction to law course, and an applied learning course. One course was approved to satisfy the Global Citizenship degree requirement under the criteria of Global Studies (History Of Latin America II), and the Committee approved a restructuring of the Global Citizenship Degree Requirement. At the conclusion of this

academic year, SMC offers a total of 15 ADTs, and two other ADTs are awaiting Chancellor's Office approval. SMC currently has 87 courses fully approved for C-ID, the common course numbering system required for Associate Degrees for Transfer.

Online Education. The number of distance education offerings totaled 1,119 sections, an increase of 102 sections from the previous year's offerings. Online classes continue to be in high demand. Nine classes were approved for online delivery by the Curriculum Committee and six brand-new online classes made their debut this past year including Planetary Astronomy, Introduction to Linguistics and three Early Childhood Education courses. This past year was primarily focused on preparation for the migration, exiting from eCollege and transitioning to **Canvas**—a content management system that has been adopted by 58 percent of California Community Colleges. This included a voluntary slow-down on new online classes and new faculty moving to online to offset the transition workload—although the new online courses premiered in spite of the transition. SMC has continued to be a leader among the California Community Colleges in terms of size and varied course offerings. Since its inception 15 years ago, SMC's DE program always ranks close to the top five largest programs among the California Community Colleges.

Educational Collaborative with Santa Monica-Malibu Unified School District. The collaborative continues to support the **Young Collegians** program; this will be the ninth summer the program is being offered. Over 65 students are participating in the program, which was developed to help graduating high school students' transition to postsecondary education.

This past year, the **Dual Enrollment** program has grown significantly. The collaboration through the LA HI-TECH grant—as well as a greater partnership with SMMUSD—resulted in the growth of the program. In the fall, the program offered 18 Dual Enrollment classes with six of them being offered at SMMUSD. In the spring, the program offered 20 classes with seven of them at SMMUSD. In addition, the program is planning on offering 14 Dual enrollment classes at SMMUSD with a total of 27 Dual Enrollment classes for the fall.

The goals of the Dual Enrollment classes are to help high school students achieve college and career readiness and to assist students with the transition to postsecondary education. For the coming year, the program is working with each of the high schools to develop pathways, which will lead to career technical education or preparation to transfer.

Supplemental Instruction. In fall 2015, the Supplemental Instruction (SI) program assigned 44 SI student leaders in the subjects of Math, Sciences, Economics, English, Geology, Physics, Biology, and Accounting. In spring 2015, there were 48 SI leaders; 2,216 students took advantage of SI sessions.

Career and Technical Education, and Workforce & Economic Development (W&ED)

The Office of Workforce & Economic Development secures and administers grants and contracts for Career Technical Education (CTE) programs such as Perkins IV, California Career Pathways Trust, and CTE Enhancement Funds (EF), aimed at improving and expanding CTE programs. These and other revenue sources continue to fund equipment purchases, curricular improvements, academic support, and professional development. Economic Development contracts enable the College to directly serve small business and industry. Workforce Development delivers career training through Community Services in addition to offering our local community low-cost, not-for-credit courses and life-long learning opportunities.

Year in Review. The increased accountability at the federal and state level in terms of regional alignment and program outcomes that result in students earning high skills and high wages in growth industry sectors call for a reimagining of Career Technical Education. As such, The Office of Workforce & Economic Development has dedicated many of its activities this year to working with CTE faculty leaders and administrators to develop a deeper understanding of the interrelationships between business competitiveness, regional workforce needs, and student success across occupational fields that SMC offers. As a result, career pathway development is now fully underway at SMC.

Reauthorization of WIOA, Perkins, and the new Strong Workforce Program. The biggest news for Career Technical Education is the impending reauthorization of Perkins (V) making its way through Congress, and the new Strong Workforce Program budget (\$200 million) recently signed by Governor Brown. The alignment of these two programs with the 2014 Workforce Innovation and Opportunity Act (WIOA) is unprecedented. The new and impending federal and state legislation is likely to increase funding and accountability for CTE at community colleges. The new laws require alignment across industry and education sectors as well as increased performance outcomes for SMC institutionally using common performance metrics (yet to be determined). New funds will require Santa Monica College to:

- Increase the number of students in quality career technical education courses, programs, and pathways that will achieve successful workforce outcomes.
- Increase the number of quality career technical education courses, programs, and pathways that lead to successful workforce outcomes, or invest in new or emerging occupations.

The Strong Workforce Program focuses on “student success with workforce outcomes”, and provides broad authority for colleges to expend resources in line with a plan to meet the LA region’s middle-skills gap. Potential fundable activities include: low student-to-instructor courses as required by standard setting or safety bodies, high cost equipment and consumables, minor improvements to facilities, professional development including backfilling so that instructors can attend the training, regional labor demand analysis, work-based learning and job placement support, student internships, curriculum development and instructional redesign, new program start-up cost, employer and workforce partner engagement, and job placement investments. Guidance is expected to be released in July 2016. Funding is expected for approximately four years if the large-scale program is successful.

Reimagining Career Technical Education. Reimagining Career Technical Education is about providing equitable opportunities to all students. New student success outcomes and accountability for CTE that will be forthcoming with the Strong Workforce Program and Perkins (V) are no surprise. The College has been preparing for these for several years with various new funding sources such as CA Career Pathways Trust (CPPT) better known as LA HI-TECH, and the CTE Enhancement Funds. Activities and initiatives SMC has piloted in recent years (such as EMERGE, Promo Pathway, and LA H-ITECH) have also equipped the College to face these changes.

Professional Development for CTE Faculty and Career Pathway Development. W&ED facilitated professional development to hundreds of instructors this past year, collaborating with the Center for Teaching Excellence, Institutional Research, Outreach and Recruitment, and Counseling. These collaborations provided support to our CTE Chairs, CTE, English, Math, Counseling faculty, and high school partners with the goal of improving the quality of certificates and degrees that prepare students for employment.

High School, Community and Business Engagement: LA HI-TECH. SMC continues to expand its high school dual enrollment and community outreach opportunities with the LA HI-TECH consortia grant. 2015-16 marked the completion of year two of this five-year collaborative project. As a leader of the eight-college, 30-high school, employer and community consortia, SMC worked closely with high school partners to coordinate and increase the number of LA HI-TECH dual enrollment courses that are offered in schools. LA HI-TECH dual enrollment courses have been offered at six area high schools, which include Santa Monica, Malibu, Beverly Hills, Crenshaw, Palisades Charter, and Venice. 2015-16 saw an increase to 383 students, from the previous year's 107. During year one (2014-15) of the grant, SMC offered one Media course at Palisades Charter High School and two at Venice High School enrolling a total of 107 dual enrollment students.

As the number of LA HI-TECH dual enrollment classes grew from two to 25, so did the need to clearly establish K-14/16 SMC Career Pathways, provide training for LA HI-TECH faculty, as well as to provide student services to high school students—all of which was accomplished in 2015-16. SMC also received a three-year \$50,000 (\$150,000 total) corporate grant from JP Morgan Chase to hire a dedicated counselor and expand services at all high schools in the west hub of the LA HI-TECH Consortia.

Industry partners like Snapchat and Dollar Shave Club have visited classrooms to talk to students about their specific field and career pathway, and SMC is partnering with high tech giants and small business to create the workforce needed to sustain these companies and grow the economy in LA. One of these giants is Amazon Web Services (AWS), a leader in the cloud computing services sector. SMC and LAUSD faculty and AWS have worked together to develop new curriculum. Continued work takes place through professional workshops to identify course sequences for dual enrollment, develop career pathways with multiple points of entry, and to develop a new benchmarking evaluation report.

Aligning Policies and Trends affecting CTE and W&ED. W&ED has actively represented the District's interests at federal, state and local meetings. Stakeholders have been convened; collaboration with faculty executed to expedite new and improved programs for emerging and existing occupations; and several administrators also participated in statewide Dual Enrollment Policy development in 2015-16.

Regional Collaboration. There will be student success outcomes required at both an institutional level and at a regional level. Regional collaborations pose a challenge for SMC and other local community colleges, as there is currently no formal entity to bring all required partners together to create regional workforce alignment. Governance and advisory structures are currently being established, and SMC is well represented at all levels.

SMC/UCLA Science and Research Initiative Program

The SMC/UCLA Science and Research Initiative—funded by a \$5.8 million federal Science, Technology, Engineering, Math (STEM) grant—has made significant progress toward building a comprehensive STEM program at SMC to increase the number of traditionally underrepresented students who demonstrate an interest in STEM, pursue STEM as a major, and successfully transfer to a four-year university with a major in STEM. This is being achieved through a three-pronged approach:

- **Increased STEM awareness:** Outreach efforts (STEM Days, Transfer-COACH-ella, Latino Center and Black Collegian presentations, and Math 31/20 presentations) have increased the number of applicants to the SRI Program. This year, SMC admitted 210 students to Cohort 5 of the

program—an increase from 165 last year. 52 percent of the admitted SRI students are Hispanic, 10 percent African American. This summer, 200 SRI students will complete intensive math workshops, as well as applied earth, life and physical science modules during STEM Skills week. 82 percent of SRI Scholars (242) successfully passed STEM courses. The three-year average fall to fall STEM persistence (percentage of students who enrolled in one or more STEM courses in the subsequent fall semester after the observed fall semester) is 72 percent for the SRI cohort compared to an institutional average of 35 percent.

- **Strengthened instructional programming:** Counseling 12 (STEM Career Planning) and Counseling 15 (STEM Job Search Strategies), and Science 10 (Principles and Practice of Scientific Research) are being offered every fall, winter and spring. The STEM grant also supports all supplemental instruction offerings for introductory and transfer level STEM courses. STEM/SRI is partnering with Black Collegians/Adelante to offer Equity-funded Chemistry Bootcamps. This intervention has been shown to increase success rates for African American and Latino students enrolled in these sections. STEM Equity projects also sponsor intercession with extended hours of STEM tutoring in the new STEM/SI Student center in Drescher Hall.
- **Improved transfer success in STEM:** In partnership with Black Collegians and Adelante, 15 SRI students will attend the **Undergraduate Research Summer Academy** at Loyola Marymount University. 28 SRI scholars who have completed the STEM course requirements were selected for a ten-week paid research internship at UCLA (last year, 18 SRI students completed this internship). As of spring 2015, 35.5 percent of SRI students have successfully transferred to a four-year university.

The Center for Teaching Excellence. In fall 2015, six full-time instructors became the new faculty leaders for the Center. During the 2015-16 academic year, The Center had nearly 900 points of contact with SMC faculty. Highlights included the 42 faculty participating in **Faculty Summer Institute (FSI) 2015**. Additionally, the second **Winter Institute** for CTE faculty was held over three Friday sessions, with 24 participants from the CTE disciplines. Another success was a six-week hybrid Reading Apprenticeship course in which 58 faculty from across several disciplines completed training focused on metacognition in the reading of discipline-specific texts.

To keep the campus community updated about opportunities and events, the Center sends out a monthly newsletter to all faculty. The start of the academic year for the Center is FSI 2016. 57 faculty members applied to participate in FSI 2016. 34 faculty members were selected that represent a cross-section from full-time to part-time, basic skills, STEM, and CTE fields. The organic theme of enhanced communication in the classroom to engage students drove the selection of this year's FSI speakers. The Equity Committee, DSPS, and other campus groups will play an active role.

Emeritus College. The **Emeritus Art Gallery** held six art shows and opening receptions this past year, with Dr. Kathryn E. Jeffery as a special guest at the May 5th Student Art Exhibition opening reception. A new Concert Band director/instructor was hired, and three concerts were held this past year at the Broad Stage. The Emeritus Acting Troupe held two performances at the Edye Second Space. The Emeritus annual journal of student literature and art, *Pen & Brush*, was relaunched under a new name: **The Ongoing Moment**. A new online registration appointment process was piloted in Summer 2016 where student appointments rotate to a previous day (as opposed to being randomly selected) to help address feedback from some students who felt they always got a last day appointment. To date, the total amount of funds raised for Emeritus during 2015-16 is \$162,918.

Academic Program Accolades

The **Theatre Arts** department was invited to the 48th annual **Kennedy Center American College Theatre Festival (KCACTF)** Region VIII Festival, held in Hawaii this past February. The most significant honor bestowed on SMC was the invitation to mount the college's production of *M. Courage*, an adaptation of *Mother Courage and Her Children*, one of only three productions invited from the 77 productions that were considered for the festival. In this invitational, SMC competed both with other community colleges as well as four-year institutions.

SMC Theatre Arts also launched a partnership with **The Shakespeare Center of Los Angeles (SCLA)**—with the endorsement of the Santa Monica Arts Commission of the City of Santa Monica—for a groundbreaking “Summer of Shakespeare” collaboration featuring the launch of the **SMC Shakespeare Apprentice Company**, in tandem with SCLA's 30-year anniversary. The premiere season this summer will feature two of Shakespeare's most popular romantic comedies: a student production of *A Midsummer Night's Dream* and *Twelfth Night* featuring a professional SCLA cast.

The student newspaper *The Corsair* won a slew of statewide and national awards. These included three prestigious Pinnacle Awards from the **College Media Association (CMA)**; an Honorable Mention from the **Associated Collegiate Press (ACP)**; six awards—including two first place awards—in the annual **California College Media Association (CCMA)** competition; and 12 awards in total from the **Society of Professional Journalists** and the **Journalism Association of Community Colleges (JACC)**.

The **Film Production Program** continues to win regional, national, and international acclaim. *CORA*—a short film written and directed by student **Kevin Maxwell**—made the shortlist for the 2016 **British Academy of Film and Television Arts (BAFTA) US Student Film Awards** (SMC was the only community college on the shortlist); *CORA* was also accepted into the **19th American Pavilion Emerging Filmmaker Showcase** at the **2016 Cannes Film Festival**. This marks the second time that an SMC student film has received this distinction, in both instances.

The film program this past year also screened films—and/or won accolades—at festivals like the CinemadaMare Film Festival in Italy; U.Kino Kurzfilmfestival in Munich; the Santa Monica Film Festival; the Mexico International Film Festival, and several others.

The **SMC Debate Team** won first place at the **Loyola Marymount University (LMU) California Cup Tournament**—a British parliamentary-style debate—held on the LMU campus on March 12. The SMC team's victory came on the heels of a win against the Japanese national debate team, in a debate on gun control.

STUDENT SERVICES

Transfer

For the **25th straight year**, SMC sent more students to the University of California than did any other two- or four-year institution in 2014-15: SMC sent 1,074 students to the UC. SMC continues to be the largest feeder to UCLA, and the number one Southern California transfer college to UC Berkeley, the two flagship campuses of the UC system. In 2014-15, SMC was the eighth largest feeder to the CSU system, sending 1,195 students, an increase of 173 students from the previous year. Additionally, SMC continues

to be the number one transfer institution to the University of Southern California, having sent 189 students in fall 2015 (USC only provides data for fall). By comparison, the second largest feeder transferred 95 students to USC.

VIP Welcome Day

VIP Welcome Day 2015 was another huge success with an estimated 4,500 new students and their families in attendance. VIP Welcome Day 2016 is currently being planned, and will again feature a new electronic invitation through TargetX which helps better track student participation. It is important to note that new students who attend VIP Welcome Day persist to the next spring and fall terms at significantly greater rates than those who do not participate, and also are retained and successfully complete a larger number of their attempted courses than non-attendees.

Veterans Resource Center

The VRC received a donation of over \$25,000 from the **American Legion**. This money will go toward supporting textbook expenditures for veterans enrolled at SMC.

Black Collegians/Latino Center

Program highlights include:

- **Mentoring Program with John Adams Middle School (JAMS)**—In fall 2015, Black Collegians and Adelante began a formal mentoring program at JAMS. Male students from both programs were paired with male students at JAMS, and these students met twice a month to talk and engage in various activities. The program, called “Brother to Brother”, was so well received that a similar program was started for female students (“Sister to Sister”). JAMS Principal Steve Richardson, called these two mentoring programs “transformational.”
- **Undergraduate Research Scholars Academy (URSA)**—The Black Collegians and Adelante program leaders recently selected the third cohort for this life-changing research opportunity at LMU. Through this program, SMC students are paired with an LMU student and engage in a research project that culminates in a final presentation.
- **Black Collegians Now Official Umoja Program**—This membership will allow students and staff to have access to conferences and scholarships that support African American students.
- **Monthly Adelante Workshops in Spanish for Parents**—This workshop series for Latino parents has gained in popularity and importance. Workshops are now held at JAMS and parents from JAMS and Star Charter High School are also invited.

Career Services Center

New Applied/Service Learning Program—The Career Services Center hired a new Senior Career Services Center Advisor—in conjunction with the GRIT Initiative—who dedicated most of the academic year in developing service learning and applied learning programs. The programs were launched in spring 2016 and will be expanded in 2016-17.

Successful Job and Internship Fairs—The Career Services Center sponsored three highly successful job and internship fairs. The two job fairs each attracted between 50 to 60 employers, and the spring internship fair featured over 70 companies offering internship opportunities to SMC students.

GRIT

- **Growth Mindset**—The GRIT Committee embraced “Growth Mindset” as a theme and created the tagline “Grow Your Life. Grow Your Mind.” New students were given “Growth Mindset” t-shirts at VIP Welcome Day, several faculty and staff attended an outstanding “Growth Mindset” conference in the Bay Area, and “Growth Mindset” posters were created and displayed in most classrooms. The GRIT work group also sponsored a GRIT speaker series bringing speakers to campus whose stories aligned with this theme.
- **Applied Learning**—The Applied/Service Learning position (see section “Career Services Center”) is an initiative of the GRIT work group.
- **Social Support**—SuccessNavigator continues to be administered in Counseling 20, and over 6,000 SMC students have made use of the tool to learn about their own psychosocial or non-cognitive skills. A student-led GRIT club was also formed this year.

Health Services

In spring 2016, the SMC Health Center partnered with USC and the SMC Life Sciences Department to hire an adjunct nutritionist. This person provided nutritional counseling to students, spearheaded an educational outreach campaign, and provided supervision to USC graduate interns who also provided nutritional counseling to SMC students.

Psychological Services

SMC was one of 22 college and universities nationwide to receive the three-year SAMSHA Garrett Lee Smith Suicide Prevention Grant. This grant is designed to strengthen institutional capacity to deliver suicide prevention activities campus wide, while raising awareness of mental health issues among students, faculty, and staff.

Counseling

In a research study conducted by SMC’s Institutional Research Office, it was revealed that 86.8 percent of all students (full-time freshmen and continuing) enrolled in a credit course at SMC in fall 2015 had a least one counseling contact. This contact could have been through a general counseling center (i.e., Transfer/Counseling Center, Welcome Center, International Student Center and/or online counseling), a specialized counseling program, enrollment in Counseling 20, or a combination of two or more of these counseling services.

EOPS/CARE

- EOPS/CARE served 1,093 students during 2015-16 academic year, exceeding the state cap of 875.

(cont'd. EOPS/CARE)

- 88 percent of participants were in good academic standing, with 100 percent of participants having an educational plan completed by a counselor.
- EOPS/CARE disbursed approximately \$300,000 in financial assistance in the form of textbook vouchers.
- EOPS/CARE staff participated in VIP Welcome Day and represented the EOPS office at numerous college events; collaborated with Financial Aid to provide outreach efforts to prospective low-income students during Financial Aid Awareness Day, Guardian Scholars Resource Fair, and the Associated Students Campus Fair; and participated in the Super Saturday event.
- 147 EOPS/CARE participants graduated or transferred in Spring 2016.
- Six EOPS participants were elected to the 2016-17 Associated Student Board.
- CARE served 28 participants, with 58 percent enrolled in nine or more units in fall 2015.
- The 2015 Wish Tree event for the children of CARE participants was attended by 80 guests, including participants, children, and invited guests.
- Due to restored funding, CARE was able to hire a student services assistant to provide clerical and programming support.

Guardian Scholars

- Guardian Scholars was officially launched in fall 2013, and currently has 82 participants.
- Five participants will be transferring to a four-year university in fall 2016.
- The program hosted its second annual Awareness Week event, to bring increased awareness to the campus community of the SMC Guardian Scholars program, foster youth issues and resources.
- The program established a food pantry to assist participants with meal assistance when they are on campus.
- Guardian Scholars was able to hire a part-time mental health therapist through a grant from St. John's Providence Health Center.

ATHLETICS

The SMC athletic department enjoyed a record-setting year, and has made great inroads into creating an environment that promotes learning through competition and teamwork.

- The **women's soccer team** concluded the calendar year with a final record of 12-7-4. The Corsairs finished with a 6-4-3 record in Western State Conference and earned a berth in the California Community College Soccer Championships where they made it to the second round of post-season play. Corsair athletes Elena Rust and Tyler Fields were named to the Western State Conference 1st team; Lilly Brodey, and Nathaly Lopez to the 2nd team. Elena Rust will be continuing her academic and athletic pursuits at the University of Arkansas Pine Bluff while Tyler Fields transferred to Louisiana State University Alexandria. Lizzy Sway will be attending UCLA.
- The **men's soccer team** ended with a final record of 13-5-4, and set program records for most wins (13), most shutouts (10), fewest goals allowed and fewest regular season losses (4). In addition, SMC Men's Soccer earned its first postseason California Community College Playoff appearance. JJ Castillo, Weston Adkins, and Richard Perez were named to the All-Western State Conference 1st Team. The team captain, JJ Castillo recently signed a letter of intent to play at CSU San Marcos.

- The **SMC football program** had an extraordinary year. The team's accomplishments in the past five seasons are unprecedented in the College's history. The team has won five Conference Championships and 34 straight Conference games. SMC was the only undefeated junior college team in the state last season and has been moved up into the elite conference, the National Conference of Southern California beginning with the 2016-17 season. 79 players have moved on to four-year institutions. Several SMC athletes also signed with universities to carry on their athletic careers and education on scholarships: Troy Williams (University of Utah), Daniel McGhee (Alabama A&M), Anthony Gutierrez (East Carolina University), Max Lyons (Southeast Louisiana or the University of Northern Colorado), Brandon Heicklen (University of Buffalo, Bridel Hodge), Terry Jackson (Missouri Southern University), Marquis Lomax (Tarleton State University), Japhe Pleasant (Weber State University), and Mason Stone (University of Washington). A number of student athletes are still weighing full scholarship offers.
- The **men's cross country** team qualified for the State Championship, as did Sandra Ignacio individually for the **women's cross country** team. Three student athletes are leaving SMC next year. Alec Palacios is going to Academy of Art University (in San Francisco), Sean Silverstein to UC Santa Barbara, Delfina Benitez to Cal State Dominguez Hills, and Bianca Birchall to San Francisco State. Brian Northrup and Alec Palacios from men's cross country, and Sandra Ignacio from the Women's Team earned All-Conference Second Team honors.
- **Women's volleyball** had their second best season in eight years since Head Coach Nicole Ryan took over in 2008. The team was consistently ranked in the top 30 in the state, finished 2nd in the Western State Conference for the second consecutive year, and finished the season with a 9-3 record in conference and 15-10 overall. Libero Daniela Alvarez and outside hitter McKenna Murphy earned All-Conference first team honors while Jene Price and Aybike Topuz earned second team honors. Daniela Alvarez is headed to La Sierra University and will be their new Libero. Charlie Chiron De La Casinere is headed to Division III Powerhouse California Lutheran University and will be playing Middle Blocker, and Kaylie Ward is headed to UCLA to play for their club team.
- The **men's volleyball** program had a great year of development. This year, the Men's Volleyball team participated in the state final four despite several challenges. Joseph Mayer and Richard Yu earned first team all-conference awards. Max Garris, Max Nua, and Roscoe Nelms earned second team all-conference selections. Roscoe Nelms made the All-Tournament team in the state playoffs.
- The **track and field season** turned out well and season's end results were above standard. Marko Baletic qualified to the Southern California Championships in the 400 Intermediate Hurdles and was an integral part of the 4x400m relay team that also qualified for Southern California Championships. Carlos Vasquez qualified in the 4x100m, and Stirling McCulloch led the conference in the Long Jump and qualified for Southern California Championship where he jumped a personal best of 6'-7½" to qualify for the state championships. The women's team was led by a freshman, Amanda Yager, who led her team to qualifying for Southern California Championships in both the 4x100m and 4x400m relays. Amanda also qualified for the State Championships in the 400 Intermediate Hurdles. Kristina George, a newcomer to the sport of track, qualified for the 400 meters for SoCal championships.

- **Women's tennis** singles player Masa Petrovic advanced to regional post-season competition where she lost in round 64. Petrovic advanced to regional post-season competition with her doubles partner Lauren Voiers but they were eliminated in round 64. Lauren Voiers is transferring to Ohio State, Masa Petrovic is transferring to USC, and Madison Daniel plans to transfer to University of Hawaii.
- The **men's basketball** program had a successful season with an overall record of 18-9. Despite being set back by injuries, they were able to win the West Valley Tournament, placed 2nd in the DVC shootout and 3rd place in the IVC tournament. Three athletes received All-Conference honors: Brandon Baker, Nick Smiley and Isiah Ajiboye. Carter Gallo has signed with Dickerson State and Nick Smiley received an offer from Southern University, and is being actively recruited by Cal State Fullerton. Former team member Jerry Shevelin just completed academic requirements and has signed to play at Dickerson State, which marks a total of 35 student athletes that SMC has helped move on to the next level in the past eight years.
- The **softball** team made strides in the right direction this season. The team more than doubled the amount of wins from last year. SMC softball was represented on the All-Conference team with sophomore Julie Munoz (pitcher and shortstop) making second team and sophomore co-captain Chelsea Leaf garnering honorable mention.
- Women's **water polo** featured tremendous talent including a returning All-American goalie, a 2-meter player from Hawaii, and a very quick utility player from Culver City High School. Despite several injuries throughout the season, this team improved significantly in comparison with the previous season (10 more wins). 2-meter player Virginia Gustafson won the SMC General Advisory Board Award for Women's Water Polo, and also won the Female Athlete of the Year award.
- The **women's swimming & diving** team had excellent individual performances, as well as team performances. Each team member dropped significant time in their individual events; as a team, their biggest drop in time was the 200 Medley Relay, in which they dropped a total of 9 seconds from the beginning of the season to its end.
- The **men's water polo team** consisted almost entirely of newcomers. They finished in 5th place in the Western States Conference. At the end of the year, five players were honored by being named to the All-Conference team. Antonis Nahabed was named 1st Team All-WSC, Sam Kurtzman and Mason Segal were named 2nd Team All-WSC. Sam Kurtzman also set the SMC single season record with 75 steals. Overall, the team improved throughout the season and has a large group of returning players who are working toward an even better season.
- The **men's swim** team was led by Singapore national record holder Zhen Ren Teo, and outperformed expectations in every meet. Teo started the season off by winning the WSC Pentathlon, and set meet records at every invitational including the WSC Conference record in the 200 freestyle. Teo had the top overall time this season in the 200 freestyle even though he was not able to swim at the State Championship meet. In addition to the 200 freestyle, he was also an All-American in the 100 freestyle. Juan Cuellar joined Teo as a two time All-American with his times in the 200 Individual Medley and the 200 Butterfly. The relay team of Cuellar, Flavio Filho, Miguel Garcia, and Teo became All-American in both the 200 and 400 freestyle

relays. That relay team took home the WSC Championship in the 400 freestyle relay to cap off the successful season.

ENROLLMENT DEVELOPMENT

Admissions

- In collaboration with campus partners, the Admissions Office successfully launched its **Perceptive Intelligent Capture for Transcripts** project, which captures transcript data as transcripts are imaged. The project will facilitate the automation of transcript evaluations. A course articulation application was also created and launched late spring. Over 3,000 courses have now been evaluated and some 4,000 articulation rules have been created to guide the automated transcript evaluation process.
- The number of auto-awarded degrees/certificates increased dramatically in just one year: from 918 in 2014-15 to 1,818 in 2015-16 (a 98 percent growth rate), constituting 35 percent of all degrees and certificates awarded this year.

Outreach and Recruitment

SMConnect (New). This was the first year that the SMC Outreach and Recruitment Office held SMConnect webinar workshops for out of state students. The webinar series was designed specifically to disseminate information to prospective and committed out-of-state students. Live online and targeted presentations allow for expansive outreach, provide greater and quicker follow-up for both prospective and committed students. Participating viewers can address the relocation needs of out-of-state students; submit questions and comments on topics like assessment and financial aid, and will be able to revisit select sessions on YouTube. The live and YouTube videos received over 350 views.

Counseling 19 (New). Counseling 19: Orientation Seminar was revised to meet SSSP requirements while meeting the course objectives and was offered during Winter 2016 in two high schools. One section was taught at Venice High and two sections (both with required attendance) at Santa Monica High School. The total enrollment for the three sections was approximately 90 students. This seminar offers nine hours of instruction as a vehicle to assist students with understanding and completing the SMC enrollment steps. Specifically, students are introduced to the structure of higher education; California higher education systems; AA/AS Degree, certificate and transfer requirements; Math and English/ESL assessment information and preparation; college study skills; SMC's programs and support services and extensive education on Financial Aid resources.

The goal for this Orientation Seminar course is to ensure that students complete all matriculation steps including the new student, online orientation and MyEdPlan. Early access and completion of pre-enrollment steps improves enrollment priority for seniors who plan to enroll at SMC for summer/fall 2016. There are future plans to grow enrollment in Counseling 19 by expanding it to additional high schools.

Admitted Students' Day. This program is designed to host SMC admitted, high school students to take Math and English/ESL assessments, a guided campus tour, and take part in a counseling session. In Spring 2016, 994 students and 35 high schools participated in ASDs. This year, the ASD program was modified to include a workshop on education planning geared toward assisting students with the

completion of their first-semester education plan. Funded by SSSP, iPads were purchased to give students a hands-on experience of navigating Corsair Connect and MyEdPlan, thereby creating an abbreviated education plan. Financial Aid workshops were offered at the respective high schools, with high priority to high schools that participated in ASDs, a component that is also new to the program.

Super Saturday (New). This one day “catch-all” event allowed high school seniors who planned to enroll at SMC for the summer/fall 2016 terms but had not yet completed their assessment tests or created an educational plan to do so outside of traditional assessment and counseling service hours. The event provided students an opportunity to learn about additional support services and apply to select programs available on campus, including First Year Experience, Scholars, Adelante, Black Collegians, the Science Research Initiative, and Educational Opportunity Program & Services (EOPS).

The goal of Super Saturday is to increase the number of students who enroll for summer/fall terms; provide students access to support programs in hopes of improving retention and persistence. By connecting seniors to these support programs earlier (prior to high school graduation), the hope is to reduce summer melt and attrition due to lack of connectedness to the SMC campus community. While the target number of participants was 200, the actual number of those who participated was 399.

Assessment Center

- In collaboration with several campus partners, the Assessment Center implemented multiple measures placement as part of its assessment process this spring. Early results evidence a significant increase in college level placement when multiple measures are used in conjunction with the subject assessment test. Specifically, 44.4 percent and 43.1 percent of students are now placing into college level English and mathematics, respectively, in contrast to 27.2 percent and 24.6 percent when using test scores alone.
- The Assessment Center served 29,169 students in 2015.
- The Prep2Test program continues to impact student preparation for the placement tests as evidenced in a 4.9 percent retest rate, compared to a 7.9 percent in 2013-14 (two years after Prep2Test implementation).

Financial Aid and Scholarships

- Total number of 2015-16 Federal Aid Applicants: 42,448 (as of June 7, 2016)
Total number of 2014-15 Federal Aid Applicants: 45,490
- Total number of 2015-16 BOG Fee Waiver Recipients: 21,331 (as of May 25, 2016)
Total number of 2014-15 BOG Fee Waiver Recipients: 21,872
- Total number of 2015-16 Pell Grant Recipients: 8,318 (\$28,058,625 as of June 7, 2016)
Total number of 2014-15 Pell Grant Recipients: 9,565 (\$31,419,088)
- Total Financial Aid “Paid” for 2015-16: \$50,798,392 (as of June 7, 2016)
Total Financial Aid “Paid” for 2014-15: \$54,095,265

- Percentage of 2015-16 SMC students receiving financial assistance: 49.45 percent* (21,481 students as of May 23, 2016)
Percentage of 14-15 SMC students receiving financial assistance 51.4 percent (22,013) students.

Other accomplishments include:

- Implementation of Ellucian/Banner UC4 Job Scheduler Software—which is automating FAFSA and California Dream application Banner imports; and the tracking, budgeting, and emailing of document request letters
- Additional development of the Academic Works Scholarship Software system
- Development of the new Board of Governors (BOG) Enrollment Fee Waiver Assessment Process
- Completed move to new Financial Aid and Scholarship Office in Drescher Hall

INTERNATIONAL EDUCATION

Admissions. The International Education Center saw an increase of 5 percent in fall 2015 admissions, but the spring 2016 admissions rate was flat, and there were declines in both the summer 2015 term (down 5 percent) and the winter 2016 term (down 20 percent). Overall enrollment of F1 students in the past year has been relatively flat with small increases in the number of enrolled units for the fall 2015 (7.5 percent) and spring 2016 (1.5 percent) enrollment, but with small declines for the summer 2015 term (down 1 percent) and the winter 2016 term (down 7.5 percent).

The IEC Admissions Team was complete during the past year and worked very hard to admit as many applicants as possible, but the strong value of the American dollar means that a U.S. education is now more expensive for many of our F1 students. SMC saw a larger than usual number of students dropping out of the program early in the term, most likely due to the higher cost of enrollment and living expenses.

Study Abroad. Through use of the interest list, flyers, the SMC website, social media, Study Abroad information sessions, and faculty involvement, interest in the Study Abroad programs is on an upward trend. The International Education Center continues to work with a variety of departments to ensure successful programs for the winter and summer session, as well as execute new Field Studies Abroad programs over spring break. The Global Council and Academic Affairs work on the selection of leaders to ensure qualified faculty are selected. Once a program is ready to be announced, a number of campus departments including marketing, legal counsel, risk management, auxiliary services, and financial aid assist tremendously in ensuring the safety of participants and in taking care of all the necessary details involved.

The District's Global Citizenship Scholarship has enabled many SMC students to participate in these programs abroad. Recipients of GC Scholarship are selected on criteria including financial need and a written statement on their desire to study abroad, and are required to do a follow-up project upon their return. Over half of the Study Abroad participants were recipients of the scholarship.

- **Latin America, Summer 2015.** The College sent 23 students and two faculty members on a Study Abroad program to Belize and Guatemala in summer 2015. The program was led by Anthropology Professor Brandon Lewis, teaching Introduction to World Archeology (Anthropology 3), and Life Sciences Professor Alexandra Tower, teaching General Botany (Botany 1). The program consisted of three weeks of classes on campus, and three weeks abroad. In Belize, program highlights included a visit to La Milpa, and the Mayan high temple; hiking through the jungles while learning about flora and fauna; volunteering at a local Mayan school and elderly clinic; touring the Belize River Valley; and visiting the Mayan caves, Cahal Pech, the Mayan mountains, and the barrier reef. While in Guatemala, students visited the site of Tikal and its local museum and climbed the great temple of the Warrior King. A similar program is planned for Summer 2016.
- **South Africa, Winter 2016.** The South Africa Study Abroad program in winter 2016 was led by Professor Delphine Broccard teaching Communication 37 (Intercultural Communication) and Professor Lynn Dickinson teaching Media 1 (Survey of Mass Media Communications). The program consisted of three weeks of classes on the SMC campus, and three weeks abroad in Johannesburg, Kruger, and Cape Town. The program location was incorporated into the classes through field assignments, and excursions to sites relevant to the topics. In addition to classes while abroad, students volunteered their time at local orphanages and schools in Johannesburg and Cape Town, went on a game drive at Kruger National Park, took tours of areas of cultural and historical significance such as Soweto, the Apartheid Museum, South Africa Broadcast Corporation (SABC), Kruger National Park, Robben Island, and District Six. Additionally, the “Art Verge Scholarship” of \$500 each was awarded to 10 students with eligible GPAs—in memory of SMC Professor and study abroad proponent Art Verge—thanks to the generosity of Mark and Lani Verge through the SMC Foundation.

Spring Break Global Field Studies to England and Korea

A one-unit Global Field Studies 35 course was approved by the college last spring, and was offered for the first time in Spring 2016. The purpose of these seven-to-ten day field studies is to bring students to places that enhance a global perspective and encourage exploration. Students received Global Citizenship District Scholarships for the two selected locations: England and Korea.

- **England, Spring Break 2016:** Led by Theater Arts Department Chair Perviz Sawoski and English Professor/Global Council Chair Gordon Dossett, the program focused on English drama. Students studied scenes from, and saw *The Winter's Tale* by the Globe Theatre Company in London, and *Hamlet* by the Royal Shakespeare Company in Stratford, and *The Herbal Bed* at Theatre Royal Bath. Students also saw *The Mousetrap* (the longest running play on West End) and participated in a workshop led by Eunice Roberts, one of the play's actresses. A Royal Academy of Dramatic Arts (RADA) workshop, and lectures from Bath Spa University were other program highlights.
- **Korea, Spring Break 2016:** Led by Korean language Professor Jihyeon Cha, this program focused on the country's rich history and an exploration of diversity and perspective within cultural life. South Korea is home to modern international cities and breathtaking natural beauty. Throughout the program, students were immersed in Korean life and culture, through excursions to historical sites and fun activities such as making Korean food and trying on traditional wear. Excursion highlights including those to the National Hangul Museum,

Gwanghwamun Square, Insadong Street, Korean traditional Hanok Folk Village in Jeonju, Imsil Pilbong Village, Suwon Hwaseong Haenggung (a UNESCO Heritage site), Seoul, and the Lotte World Amusement Park.

Global Citizenship Professional Development Abroad

In Summer 2015, Santa Monica College partnered with Bahcesehir University to send a team of 18 SMC faculty and classified staff to the cities of Istanbul and Cappadocia in Turkey. SMC departments represented include Counseling, Communications, Information Technology, Life Sciences, English, Psychology, Business, Welcome Center, Philosophy and Social Science, and Music. Turkey has been one of the top 10 countries from which international students come to SMC. Program highlights included:

- Interdisciplinary lectures provided by Bahcesehir faculty to provide context to the political, social, historical and cultural backdrop of the country.
- Visits to sites of historic and cultural significance, including Haghia Sophia and the Blue Mosque, Basilica Cistern, a one-day cooking class at Kitchen Academy, and a three-day excursion to Cappadocia in central Turkey.
- A day dedicated to individual professional development wherein faculty and staff met with their work “equivalent” overseas. These visits included meetings with agencies in Turkey who interface with international students, and meetings with Turkish faculty.

Upon their return, participants took part in projects to share their knowledge and perspective by working with the Global Council and IEC on projects such as International Education Week, the annual Global Citizenship Symposium; and faculty developed a module in their courses based on the experience gained from their trip.

STUDENT SUCCESS

First Year Experience. The second cohort of 499 FYE students, who started in 2014-15, is faring better on multiple measures of student performance. FYE students are completing more units, have higher course success and higher course progression, and have a higher year-to-year retention rate than non-FYE students. For the third cohort, those who started in 2015-16, there were 930 students. For the fourth cohort, those starting in the fall of 2016, there are currently 2,086 accepted into the program—it is anticipated that about 1,500 students will be served.

Summer Transition Programs. All First Year Experience students are required to participate in a Summer Transition Program. As of summer 2015, these include: Summer Bridge, Summer Jams, College Day, and English Academy.

INSTITUTIONAL RESEARCH

The IR office produced the annual report of institutional effectiveness. Institutional Effectiveness is the systematic and continuous process of measuring the extent to which the college is achieving its mission, as expressed through goals and strategic initiatives developed in the educational master plan. The report monitors the college's process on key indicators related to major areas of the college and supports college planning and decision-making processes with focused data and information. In addition:

- The IR office led the effort to define goals for the metrics of the **Institutional Effectiveness Partnership Initiative** (IEPI) framework for SMC. IEPI is a statewide initiative designed to advance institutional effectiveness at California community colleges.
- The IR office provided comprehensive data and evaluation assistance to support the College's **student equity planning process**.

The IR office provided technical and research support in determining the appropriate logic/decision model in **implementing multiple measures** based on students' previous high school academic performance. Current Title 5 regulations stipulate that California Community College use more than one assessment measure in order to assess students' ability to be successful in courses and programs. Prior to the Multiple Measures Assessment Project, the College utilized students' responses on a background questionnaire as a second measure (beyond performance on the placement exam).

GRANTS

During the 2015-16 academic year, the college managed nearly \$5 million in grant funds. The college received **13** new grant awards during the academic year, totaling a little over **\$930,000** in additional cash support for 2015-16. The largest of these awards was a grant from the **Minority College Curriculum Improvement Program** funded by **NASA**. This three-year grant award provides \$250,000 each year to strengthen institutional capacity to address the teaching and learning needs and interests of students pursuing degrees and careers in STEM. This project will enhance partnerships with UCLA, USC, and JPL and expand student opportunities to engage in applied learning experiences in STEM.

Other significant grant awards in 2015-16 include:

- A campus-Based **Suicide Prevention Grant** from the **U.S. Department of Health and Human Services** to build upon work initiated through a similar state-funded award to promote mental health wellbeing among students, faculty, and staff. Key activities include the use of peer educators to foster awareness among students, professional development activities for faculty and staff, and the development of a suicide prevention plan/postvention plan for the institution as a whole;
- A first-ever **CalHumanities Grant** to support a project developed by History Professor Sang Chi in partnership with the Entertainment Technology Department. This project will tell the story of the Los Angeles Riots through the eyes of Asian Americans. The only Asian American to perish during this tumultuous period was a student from SMC. Through this project, SMC students from the History and Entertainment Technology departments will collect information and retell through film the oral histories of the Asian American community.
- Funding from **Providence St. John's Health Center** (through the Santa Monica College Foundation) to provide mental health services, including wellness activities, to current and former foster youth enrolled at Santa Monica College and participating in the Guardian Scholars Program.

In addition to these awards, the 2015-16 academic year yielded a new contract with the City of Santa Monica to encourage and prepare low income Santa Monica youth to enroll in postsecondary education

through the Pico Promise Program, as well as continued funding from the Edison Corporation to provide scholarships for students pursuing STEM degrees and careers.

BUSINESS AND ADMINISTRATION

Audits. The District received an unmodified opinion on its financial statements for 2014-15 from the external auditing firm, Vincente, Lloyd and Stutzman, LLP. This is the ninth consecutive year without financial findings. The District also received an unmodified opinion on its A-133 Federal audit. Additionally, both the financial and performance audits for the Proposition 39 construction bond program received unmodified opinions from the auditors. During 2015-16 the District went through an RFP process for audit services and the firm of Vavrinek, Trine Day & Co. LLP (VTD) was selected as the District's next audit firm. VTD has been providing audit services to community colleges for over 20 years and is currently auditing 28 other community college districts.

Budget. The District closed 2014-15 with a general fund balance of \$13.8 million or 9.15 percent. With the State's economy continued growth, the 2015-16 State budget for the community college system was the largest in history, resulting in the District's experiencing its worst and best budgets within a period of five years. For 2015-16 the District received a 1.02 percent increase in COLA and a 2.07 percent increase in access/growth funding. The District, like most community colleges throughout the state, experienced a softening in enrollment and did not attain its maximum enrollment growth rate. The Total Computational Revenue (TCR) increased over \$7 million to \$116.3 million, which is well above the District's highest TCR before the recession. For 2015-16, the total general fund revenues are projected to be \$170.6 million, including over \$12 million in one-time funding, and the projected expenditures are \$165.5 million. As of the 2016-17 tentative budget, adopted June 7, 2016, the projected ending balance for 2015-16 is \$18.8 million or 11.35 percent.

In 2015-16 the District created two new funding categories in the budget: "Technology Replacement" and "TCO—Equipment Replacement". The technology replacement funding has resulted in the replacement of 46 classroom document cameras, 598 instructional and 200 non-instructional computers, all of which were outdated. The equipment replacement funding resulted in the replacement of over 1,000 worn and damaged classroom desks and the purchase of the equipment needed to refurbish 16 restrooms on campus, the installation of which will start this summer.

The two newest categorical programs from the State: Student Success and Support Program (SSSP) and Student Equity Program continued to grow in funding. In 2015-16 the District received \$6,153,324 and \$1,903,831 respectively for these programs. While student success and equity are still priorities to the State, the 2016-17 state budget may be signaling a shift of priorities moving forward with the influx of \$200 million into CTE and consortia programs but no additional funding for student success or equity. Additionally, the State continued to fund the Instructional Equipment and Scheduled Maintenance Block Grant, which is used to assist the District in maintaining facilities and procuring instructional equipment. The District received \$2.8 million for its share of the block grant in 2015-16.

The District continues to use and refine the Personnel and Budget Augmentation Request (PBAR) form as part of its budget development process. The PBAR links budget requests to the District's mission, values, and goals, and requires discussion and approval at all levels of the campus governance process.

Updated Actuarial Study. The District updated the actuarial study related to the future liabilities for Other Post-Employment Benefits (OPEB – GASB 45). According to the report, the Actuarial Present Value

of Total Projected Benefits (APVTP) has decreased from \$115.2 million to \$112.2 million between 2013 and 2015. The major reason for the decrease in APVTP was the District's funding plan, which was implemented in 2013, of an irrevocable trust. Between 2013 and 2015 this funding plan, coupled with interest earnings resulted in a \$1.8 million increase in the planned assets of the trust. The current total in the trust is \$6,011,604.

Refinance of Photovoltaic Lease. In May 2016, the District refinanced the energy services lease that was entered into to build the photovoltaic system located on the parking structures. The refinance resulted in a reduction of the quoted rate and will result in gross savings to the District of \$484,495 over the life of the lease.

Education Enterprise

With new leadership, the emphasis in 2015-16 was on streamlining processes, strengthening controls, especially on the handling of cash, and improving service to all customers. Part of this service enhancement was providing comprehensive guidance and support to the Associated Students leadership—as a group and individually. This proved rewarding and effective.

The enhanced student ID program (smart card) is still in effect and SMC has expanded the ID card updating stations to several locations on both the main and satellite campuses to alleviate congestion at the Bursars office. In another effort to relieve congestion, parking passes for 2016-17 went on sale in May to alleviate congestion at the beginning of the fall term. Work is underway to enable staff and faculty to purchase parking online, which is expected to go live in fall 2016.

The Bookstore expanded its textbook rental system offering over 1,600 rental titles. In 2015-16, SMC rented over 14,000 textbooks to students. Expanding textbook rentals will be a key component of reducing costs to students. The Bookstore is enhancing the e-commerce site allowing online rentals and has installed a link offering e-texts for about 60 percent of required textbooks. Spring term 2016 saw a 33 percent increase in e-texts sales from previous semesters, and several potential partnerships are being explored to enhance service and reduce prices. SMC is also in the process of upgrading its faculty textbook adoption system with HERO, with an expected launch in winter 2017.

The bookstore will begin streamlining operations by offering clerk service and closing down the stacks after the first three weeks each term, in the first phase of the effort to reduce costs and lower prices. Cost-reduction and modernization possibilities including Open Educational Resources are being explored.

Other highlights include:

- In fall 2015, SMC replaced an older, fossil-fuel based shuttle with a new, CNG vehicle. The department will determine how best to provide transportation services to the new Center for Media & Design campus when it opens.
- The Veterans Administration Chapter 33 has expanded the benefits program, now serving 740 student veterans. SMC is currently serving 961 veterans from various Chapters.

FACILITIES

Facilities Management

Facilities Management has completed the reorganization of the management team in **Operations and Maintenance**, adding a second night Custodial Supervisor and an Assistant Director of Facilities Management. These changes will improve the focus of each of the supervisors in leading their teams to better serve the campus community. In addition to day-to-day maintenance activities, the Maintenance Department performed several larger projects including the replacement of the ESL, Art, and Madison building roofs, replacement of the air conditioning units on the 2-story Art building and painting the exterior of the entire Art Complex. Maintenance also managed the upgrade of all HVAC building controls throughout the campus. Additionally, the department managed state-funded projects to replace the power substations in the Art Complex and Drescher Hall and the replacement of the power substation and adding additional electrical capacity to the Business building.

The **Grounds Department** relocated landscaping assets from construction zones to other areas of the campus, improving the appearance of these areas, and also oversaw the removal of a number of damaged or diseased trees which posed a safety hazard. The Grounds Department is working on a beautification plan for all access routes into the main campus to improve pedestrian perception of the campus environment.

The **Operations department** had a very busy year, moving departments such as STEM and Financial Aid to new locations, and was mobilized to move furniture in preparation for remodeling work done at the Welcome Center, International Students, and Campus Police. The Operations staff removed and replaced 600 student desks in the Math Complex, Liberal Arts and Letters & Science, and refinished the floors in all the classrooms.

Projects in Construction

The construction for the **Center for Media & Design** is currently in progress. The site consists of a parking garage, a renovation to the existing academic building, a new addition to the academic building including studios and an auditorium, and a new building for KCRW. The parking structure is nearly completed. The exterior building shells are completed for the new academic building and KCRW building. Interiors are almost complete in the academic building and underway at KCRW. Project completion is expected to be in Spring 2017.

The **East Wing–Performing Arts Center** started in July of 2014. The project will provide a large multipurpose room to be used primarily for music rehearsals and performances plus two new specialized music classrooms for piano and voice instruction. The building shell is complete and interior finish work is taking place. Project completion is expected to be in October 2016.

The **Health, PE, Fitness, and Dance project**, which also includes a new **Central Plant** for the campus, started construction in October of 2014 with the relocation of the Fitness Center, Training Room and a Dance Studio along with numerous utility relocations. These activities preceded the demolition of the old Locker Room building. The shell of the new building is in place and interior walls are underway. Phase I is scheduled for completion in October of 2016.

The **Connection to the Central Plant** project connects the Library, Science, HSS, and Business buildings to the new Central Plant chilled water system and provides various upgrades to the buildings' mechanical systems to increase energy efficiency and user comfort.

The installation of the **Security Systems Upgrade** is underway with the replacement of old cameras, installation of new cameras and the addition of new electronic door locking hardware on all exterior campus doors. Completion is scheduled for September 2016.

The **Student Services project** started in June 2016 and includes a 500-space underground parking structure and a three-story 115,000 square foot building which will consolidate all of the student services functions to the front of the campus on Pico. The building also includes a 300-seat orientation hall.

Projects in the Approval Process

The **Malibu Campus** has a completed EIR and has been approved by the City of Malibu for construction and for several zoning variances. The project was appealed to the California Coastal Commission, which found no significant issue with the appeal, finalizing the approval. The next step is to conclude a lease with the County of Los Angeles. Construction is expected to start in 2017.

Projects in Division of State Architect (DSA) Review

The Early Childhood Education Center received review and approval from City of Santa Monica agencies including the Architectural Review Board, Planning Commission, and City Council. The project is a cooperative venture with the City to provide childcare to the community and a learning laboratory for SMC students. The project is now under review by the California Division of State Architect and the California Coastal Commission.

ENVIRONMENT AND SUSTAINABILITY

SMC launched a new **Transportation Campaign** to promote new forms of sustainable transportation (Expo Light Rail, Bike Share, Care Share, uberPOOL, and Apps) that became available this year. The campaign included signs, brochures, Back to School phone messaging, a Flex Day presentation, cafeteria TV bulletins, emails to employees and students, tabling, home page banners, and a transportation page redesign.

Five **Breeze Bike Share** stations were installed at the main campus, Bundy, and Performing Arts Center. A rental kiosk was also installed on the main campus at the Pearl Bike Lot and the program was promoted to staff and students who receive special student pricing.

Two **Zipcars** were placed at Pearl and 17th, which can be used by students or employees 18 years of age or older. The sustainability department worked with the City of Santa Monica and Campus Police to create loading zones for rideshare vehicles to pick up and drop off passengers without creating congestion on Pearl or other areas of Pico. Rideshare services like **uberPOOL** were also promoted to alleviate traffic by getting students and staff to share rides to and from campus. Free rides for first time users were offered.

Any Line, Any Time. Student and staff use of the Big Blue Bus continues to run strong. BBB reports that ridership from SMC students and staff over the past three years has remained steady even while ridership across their system and nationally is down due to low gas prices.

For the fourth year in a row, SMC met its **AQMD target** of 1.5 average vehicle ridership (AVR) resulting in a reduced carbon footprint and a savings of almost \$17,500 on the annual filing fee. According to the Student Transportation Survey, a record number of students (69.9 percent) used alternative modes of transportation to get to campus.

The **Environmental Affairs Committee** focused on updating the requirements of the Environmental Science AS degree for better articulation to top transfer institutions. The recommendations unanimously passed the Academic Senate's Curriculum Committee.

The **Center for Environmental and Urban Studies (CEUS)**, with support from the Associated Students, hosted Earth Week, Sustainability Week, Bike Month, and Coastal Cleanup Day at their adopted beach. The CEUS also partnered with the Public Policy Institute to promote this year's symposium theme of Sustainability. Each of these programs was filled with multiple opportunities for students to learn, volunteer, and engage in debates, lectures, film screenings, and DIY workshops.

Two **Transportation Fairs** were held in spring and fall to showcase the various transportation options for students and staff. They included Metro, Big Blue Bus, Bike Share, Vanpool, Zipcar, SMC Shuttle, Corasaircommute.com, Bikerowave, and SMC Bike Club.

A **Green Career Fair** was held to introduce students and faculty to green career pathways in areas of study outside of the sciences.

Last but not least, SMC received **two awards** for Leadership in Resource Management from California Green School Summit and for Excellence in Environmental Stewardship from the City of Santa Monica and the Chamber of Commerce.

CAMPUS POLICE

The Santa Monica College Police Department (SMCPD) continues to move forward with security upgrades throughout the campus. The SMCPD hired a new Chief of Police in March 2016. Prior to the Chief's arrival, the existing staff maintained a safe and secure environment on campus. Total incidents increased by 1,651 from the previous year, while calls for service increased by 785. SMCPD wrote 25 more reports and made two more arrests compared to the previous year. It should be noted that the crime rate at SMC is still low and no significant changes occurred from the previous year's statistics.

To face the increased need for vigilance, the SMCPD is in the process of hiring four additional police officers, two additional sergeants (one to replace a long-time sergeant who is retiring), and has created a new Campus Safety Officer (CSO) position to enhance security on campus. The CSO will provide supplemental unarmed security, patrolling the main campus as well as the satellite locations. The coming year will include the hiring of six new CSOs to fill this need.

Significantly, SMC Captain Raymond Bottenfield was honored by President Obama this past spring with the National Public Safety Medal of Valor Medal of Valor—the highest valor award this country can bestow on a police officer—for his heroic actions on June 7, 2013.

EMERGENCY PREPAREDNESS

SMC's efforts to implement the recommendations of the Emergency Preparedness Taskforce have resulted in great progress in the implementation of a comprehensive system of emergency notification and training for employees:

- Expanded the installation of emergency IP speakers with 300 new devices.
- Installed new Video Surveillance and Access Control servers/applications (ongoing).
- Installed new IP cameras. Over 300 installed, and a projection of over 500 in fiscal 2016-17.
- Neared completion of the installation on remodeled SMCPD Dispatch.
- Planning upgrade of Voice Print System.
- Migrating to interoperability with SMPD and local law enforcement agencies.
- Participated in the Great California Shake Out.
- Trained over 150 college staff in CPR and AED procedures.
- Sending two additional staff to train as trainers for CPR and AED.
- Continued planning for targeted simulations in the fall and spring semesters.
- Restocked three trailers with emergency supplies.
- Conducted approximately ten emergency prep classes staff and students.
- Taught emergency prep procedures for new employees.

HUMAN RESOURCES

The Office of Human Resources (HR) continues to be a dependable resource for students, faculty, staff, job applicants, and all other stakeholders of the SMC community. The many activities of various divisions within the department are described below.

Training and Professional Development. In 2015-16, HR—in collaboration with governing committees—was able to provide training and professional development on various topics to more than 600 faculty, staff, managers and police. HR facilitated 93 trainings and/or workshops, at which 56 departments were represented. For managers, HR developed and the first-ever “**Management Training Series 101**”. This series consisted of several trainings that were specifically designed to meet the needs of SMC Management personnel. The training topics included management and union relations, unlawful discrimination and workplace bullying, progressive discipline, and performance management. Several management team members were also sent to Performance Management training.

Additionally, HR collaborated with **The Academic Senate Professional Development Committee** to facilitate 62 workshops for faculty members during the fall 2015 and spring 2016 Professional Development Days. Workshops focused on subjects relevant to increasing student success had more than 2,101 attendees. HR also worked with **The Classified Professional Development Committee**, to design and offer several training sessions. These included a first-ever “Customer Service Academy” and a “Spanish in the Workplace Series” created to give classified staff basic skills to bridge the communication gap between English and Spanish-speaking students and families. The HR department also continues to make online trainings available via Keenan SafeColleges.

Recruitment and New Hires. The HR department processed 324 new classified, management and faculty members, and 61 rehires. There were approximately 248 temporary employees with assignments during the 2015-16 academic year. The chart below lists the hiring outcomes for the fiscal year:

Hiring Outcomes

Academic Administrators	6
Classified Managers	6
Classified Support Staff	75
Promotion to Management Position (Classified)	4
Promotion to Classified Position (Classified)	1
Full-time Faculty	30
Part-time Faculty (new hires)	202
Part-time Faculty (rehires)	61

Recruitment and advertising for many positions began in early fall 2015 in order to get a head start on the traditional time periods in which all community college districts recruit for full-time faculty. The advertising budget was increased to approximately \$50,000 in 2015-16 to enable HR to advertise in 95 percent of all sources recommended by hiring departments. HR initiated recruitments for 21 faculty positions, for which 30 faculty members were hired, as well as for six academic administrator positions. Two of the 21 faculty positions will be carried over to the 2016-17 recruitment period as no candidate was selected. New tenure-track faculty received a warm welcome and orientation during the fall semester. Four classified new-hire orientations took place as well, all well attended.

In 2015-16, all districts were charged by the Chancellor's Office with diversifying faculty. In an effort to better understand overall concerns and discuss how to better improve representation and enhance diversity, HR staff members and faculty participated in several workshops and conferences including the National Conference on Minority Faculty/Staff Recruitment and Retention, the Association of Chief Human Resources Officers/Equal Employment Officer, and Community College Registry Job Fair.

It has become clear through several discussions with campus stakeholders that dialogue across the SMC community and increased faculty engagement significantly helps to address concerns, and minimize and remove barriers. Several options are being considered to attract and retain diverse, qualified applicants which include, but are not limited to: an open house event for all applicants, a restructuring of the hiring committee orientation, current full-time faculty outreach to their graduate programs, establishing a District-wide faculty internship program and discussion with the District and Academic Joint Personnel Policies committee to revise the hiring regulation, and a possible elimination of letters of reference as part of the initial application.

Human Resources Operations. On July 1, 2015, the District's **myTime** electronic timekeeping system replaced a long-standing process for reporting time and leaves of absence for temporary (including non-merit) personnel, student workers and community service specialists. HR staff members worked with fiscal services and information technology personnel to implement the new system. The myTime system was designed to meet new federal and state regulatory and audit requirements.

Faculty Evaluations. During 2015-16, 64 probationary evaluation committee members were trained in the evaluation process over 10 days. HR received 100 percent of the completed packets for the 2015-16 probationary evaluation period.

Unlawful Discrimination and Title IX. With numerous changes to State and Federal laws, and multiple "Dear Colleague" letters from the Federal Office of Civil Rights providing guidance and best practices, it became incumbent to engage proactive change processes to stay in compliance and to maintain a safe

educational environment. This year the HR Office received a total of **59** Title V–Unlawful Discrimination, Title IX–Sexual Misconduct cases, and Workplace Bullying complaints.

The following are some of the significant changes implemented through HR in an effort to prevent and protect against unlawful discrimination, sexual harassment and sexual misconduct:

- Updated policies and procedures on unlawful discrimination and sexual harassment, and developed policies and procedures for Title IX–Sexual Misconduct, in consultation with Campus Counsel, and with participatory governance advisement;
- Facilitated expanded professional development and awareness opportunities for all stakeholders of SMC through comprehensive training and updated literature;
- Established the Title IX Resource Advisory Group, comprised of faculty, classified staff, management, students, and community representatives;
- Played an instrumental role in developing memoranda of understanding with external Title IX resources such as the UCLA Santa Monica Rape Treatment Center;
- Joined professional organizations, such as ATIXA, that are specifically chartered to provide guidance and updates on Title IX–Sexual Misconduct;
- Reviewed communication and complaint process protocols for informal and formal Title IX and Title 5 related complaints to ensure compliance, including the implementation of updated forms and reporting processes;
- Provided training and education on how to investigate complaints to HR staff and other SMC individuals and/or groups involved with Title IX;
- Ensured that multiple Title IX deputies were identified and trained to provide information on Title IX for the campus community, to serve as resources and to do confidential intake for Title IX complaints, ensuring compliance with amendments to Title IX requirements;
- Continued to foster strong, inclusive, collaborative partnerships with Academic Affairs and Student Affairs/Judicial Affairs;
- Generated and publicized numerous resources for victims of sexual misconduct;
- Implemented in-depth, advanced-level training on unlawful discrimination, sexual harassment, sexual misconduct and the investigations of complaints;
- Developed and implemented a specialized training series designed for students on subjects like sexual misconduct, consent, victim empowerment and by-stander intervention;
- Strengthened partnerships with the SMC Police Department to efficiently and timely investigate, report and resolve complaints.

Leaves. The HR Leaves and Benefits staff conducted trainings on faculty and classified leaves of absence and paid time-off processes. HR partnered with Shaw HR Consulting to enhance and update the District’s reasonable accommodation process.

Benefits. The benefits team implemented several improvements to the District’s list of health benefits vendors and internal processes and procedures including to new hire and retiree processing, open enrollment periods, benefits reporting, billing and reconciliation, as well as the cyclical projects that occur annually. Benefits orientations and health enrollment paperwork were completed, for more than 130 full-time employees. The Benefits team hosted the benefits resource fair and voluntary benefits workshops, as well as retirement planning, and supplemental plan workshops. HR also partnered with third-party vendor, Navigate HCR, to compile and produce the “**Form 1095-C**” statements—now required by the IRS under the Affordable Care Act.

In conjunction with the Benefits Committee, HR researched and implemented several improvements to the District's health benefits plans, including but not limited to: the establishment of a formal relationship with SchoolsFirst Federal Credit Union to allow employees to participate in their Summer Saver program via payroll deduction; improvement of the Delta Dental plan offerings by changing the Delta Premier plan to the Delta Dental PPO plan with a higher annual maximum benefit and 100 percent coverage for basic and preventative care (Employees enrolled in the HMO plan were given the opportunity to change to the PPO plan during a special election period held in the month of February); assistance in the implementation of the voluntary long-term care insurance offering through Transamerica; and more.

Diversity Report. The bi-annual employee Diversity Report was presented to the Board of Trustees on October 1, 2015. Data in the report reflect statistics as of fall 2014. The ethnic diversity of the College's students is representative of Los Angeles County, with Hispanic students as the predominant ethnic group, representing 38.5 percent of the total credit student population. The Asian/Pacific Islander group is the next largest ethnic minority, representing 14.4 percent of the total credit student population. New tenure track faculty who started in fall 2015 are representative of all minority groups. The District is making steady progress towards a representative employee base with active outreach efforts focusing on diverse groups.

Collective Bargaining. With the Faculty Association, the District's negotiations team continues to bargain in good faith in an effort to reach an agreement that is fair and equitable. Prior to the end of the 2015-16 year, the District and the California School Employees Association were able to reach a new successor agreement effective July 2015 through June 2018. The new agreement was reached through congenial, transparent, and collaborative negotiations.

INFORMATION TECHNOLOGY

Tremendous progress achieved by the IT Department in many areas is highlighted as follows:

Academic Computing

Student technology support–

- Successfully installed and supported the majority of student computing facilities and computerized classrooms, covering a total of 1,400 computer workstations, throughout five campuses with maximized coverage hours.
- Supported the procurement and implementation of departmental technology equipment and software, as well as the annual update plans to achieve curriculum and teaching/learning needs.
- Supported the procurement and implementation of student lab and computerized classroom computers and software, as well as associated annual update plans. 578 student workstations have been installed, updated in a full refresh cycle during 2015-16. Major software updates are performed at least once per academic year on all workstations and numerous ad hoc patches and incremental updates throughout the year.

Management Information Services (MIS)

Student technology support–

- Revised fully electronic educational planning tool MyEdPlan to improve student experience.
- Successfully implemented a pilot project for Canvas, a new Learning Management System.

- Completed Mobile Corsair Connect, the College's mobile-ready portal app.
- Completed I-9 application that allows sharing of F1 student data information with student employment office to check for eligibility.
- Completed a new on-line Disqualification Petition (DQ). Students can now petition for re-admittance online.
- Implemented a new Associated Students Board voting application for ASB elections.
- Implemented a Schedule Planner, a new student scheduling program to enable students to schedule classes online.
- Created new Student Employment program to help Financial Aid set up jobs for student workers.

Faculty and Staff technology support–

- Continued to develop myTime payroll system to replace scanned student timecards and calculate ill time for temporary employees and student workers.
- Implemented Education Planner, a streamlined counselor and Institutional version of MyEdPlan.
- Installed and implemented Tableau, a new software application for data analysis, in coordination with Institutional Research.
- Implemented QLESS–SMS texting app to reduce wait time in queues.
- Integrated TOPSpro Enterprise with data from ISIS that enables the reporting of non-credit attendance for funding.
- Completed installing TargetX, a CRM tool to reach out to targeted groups.
- Integrated Academic Works with ISIS data to assist students in looking for scholarships.
- Updated Financial Aid programs to support new BOG SAP state requirements.
- Developed a New Faculty voting application for Faculty /Senate elections.

Network Services and Telecom

During the past year, Network Services relocated the Data Center and its equipment to a new facility. As part of the relocation a complete upgrade of the District's server infrastructure was completed. The upgrade provided a redundant, robust and scalable computing platform that meets current and future college needs. In addition, enhanced network perimeter security was implemented with the installation of new next-generation firewall appliances. The department also addressed Internet congestion issues by adding a secondary 1gb connection that doubled the available bandwidth and provided redundancy. The Telecommunications Department worked to implement the first year of the Technology Equipment Replacement Plan (TERP). This resulted in the replacement of approximately 600 instructional and 200 non-instructional computers.

THE COMMUNITY

Community and Academic Relations. Community and Academic Relations encompasses marketing, web and social media, the public information office, community relations, and other institutional advancement functions. Externally, the department works to achieve public awareness of the college and its programs, to promote community engagement, and to increase community support.

Public Information Office. The Santa Monica College Public Information Office (PIO) coordinates the College's media relations efforts; and the Public Information Officer serves as the College's "spokesperson" and key facilitator of internal and external communications. The PIO has transformed its functions from a mere "clearinghouse" to a "creator of news", positioning SMC as a leader and

innovator through an exponential increase of news and feature stories in local, national and international media. This is driven by a strategy of not being “reactive” (waiting for news to happen) but being “proactive” (making news). In 2015-16, the PIO distributed more than 120 news releases to regional, national, and international media. Targeted pitches to media outlets has resulted in SMC students, professors, and programs being featured in *La Opinión*, Univision, Latino Fox News, Telemundo, CBS-LA, KCAL-9, KTLA, and NBC Los Angeles. SMC has also been featured in a number of trade publications such as the *Chronicle of Higher Education* and the *Community College Daily*, and SMC stories also run with regularity in all local print and online news outlets like the *Santa Monica Daily Press*, *Santa Monica Mirror*, *The Argonaut*, and the *Santa Monica Lookout*.

The formerly exclusively internal newsletter—now called *SMC in Focus*—was rebranded and relaunched. The audience has increased from 2,600 District employees to an audience of more than 75,000 including students, community members, affiliated agencies, former/current donors, and employees. The e-newsletter enjoys an extremely healthy view and interaction rate (43.5 percent view rate, 3 percent interaction rate for the May-June mailing to students, the largest audience). In a September 2015 survey conducted by Institutional Research, 40 percent of surveyed SMC employees read the newsletter “always”, 25 percent “often” and 20 percent “sometimes.”

The PIO works in close collaboration with the Web and Social Media manager and content generated by the PIO is also distributed via SMC’s social media channels. The PIO also provides strategic, writing/editing, and artistic direction on several projects and institutional communications campaigns undertaken by the College’s Marketing department including but not limited to the schedule of classes, and community outreach postcards.

Web and Social Media. Content on established Facebook, Twitter, Instagram platforms as well as the newly launched platforms on Snapchat, Periscope, and Tumblr has evolved to engage students. Across the popular social media channels, Facebook experienced a 21 percent growth rate, Twitter saw a 38 percent growth rate and Instagram saw a 283 percent growth rate while the newly established Snapchat has 831 followers. Web and social media are integral to communicating many programs and events and as a result, work has begun to establish a consistent voice and look and feel for digital communications in addition to collaborations with Enrollment Services and KCRW to improve enrollment opportunities. Efforts are well underway to identify the limitations of the current website content management system and to chart a path forward for improvements in accessibility and adaptability.

Marketing. This area has been a mainstay of the college in sustaining public confidence in the college, meeting enrollment targets, garnering public support for college initiatives, and attracting a highly qualified work force. The College continues with comprehensive multichannel ad campaigns for each of its fall, spring, and summer semesters. SMC continues to press its brand advantage as the number one transfer college in the state using the messaging mediums of broadcast radio and their associated digital properties, outdoor transit posters, and select local publications. The advertising and marketing has led to SMC’s 25th consecutive year as number one in transfers to the UC system as well as continuing as number one to UCLA, USC, and Loyola Marymount University—a remarkable accomplishment.

Strong and frequent advertising continues to keep SMC top of mind with local residents as a preferred choice for higher education. A recent study conducted by the California Community Colleges Chancellor's Office showed SMC leading the state in “local participation”, a measure of how well a community college serves its local residents. In a local survey of District voters, 55 percent of Santa

Monica and Malibu residents also reported that they or members of their family have attended SMC; 12 percent of those under age 39 reported that they are currently enrolled at SMC.

Data presented at a joint SMC-SMMUSD board meeting on September 15, 2015 showed that about half of Santa Monica High School students attend SMC, including about 10 percent of the high school who attend SMC through its dual or concurrent enrollment programs before graduation and another 40 percent who attend either immediately after or within a few years of graduation. According to SMC enrollment data, 27,000 Santa Monica and Malibu residents (an unduplicated count) have taken classes at SMC over the past decade, each enrolling for an average of five semesters.

Community Relations. This area coordinates the programs and activities of the SMC Associates, a dues-paying membership group that sponsors one-of-a-kind special events, and offers six ongoing speaker series events to enhance the academic experience; it also guides the General Advisory Board in conducting its meetings throughout the year and interacts with other community stakeholders. This department sponsored a record 100 special events, programs and lectures in the 2015-16 year.

Academic Relations. This area coordinates certain community interests and agencies with the on-campus academic community at SMC in the following ways:

- Supported the Public Policy Institute with fall and spring symposiums.
- Collaborated with the Office of Community and Alumni Relations to put on campus events, create shared publications, and promote alumni messaging to the campus community.
- Worked with the SMC Foundation and shared programming.
- Coordinated multiple events to welcome Dr. Jeffery as well as other campus events, including the Retirement and Recognition event and the annual holiday lunch.

GOVERNMENT RELATIONS

Government Relations has been active in gaining entitlement approvals, advancing resource initiatives, and securing transportation infrastructure.

Early Childhood Education Center. The entitlement process for this Santa Monica College and **City of Santa Monica** partnership project advanced an additional step in mid-2015 with City of Santa Monica City Council's unanimous approval to amend the Civic Center Specific Plan to allow for increased height and increased square footage for the facility.

Malibu Campus and Los Angeles County Sheriff Substation. The entitlement approval process has been completed for SMC's planned Malibu Campus on a leased property from the **County of Los Angeles** in the Malibu Civic Center. During a six month stretch, the SMC Board of Trustees approved the project's EIR in January 2016; the **City of Malibu Planning Commission** approved the Coastal Development Permit, three variances, the Conditional Use Permit, and the Demolition Permit in February; the **City of Malibu City Council** approved the increase in Floor Area Ratio in April; and the **California Coastal Commission**, a state agency, determined in June that no substantial issue existed with respect to the grounds on which an appeal had been filed, and as a result, the City of Malibu's approval of the Malibu Campus and Sheriff Substation project is now final.

17th Street/Santa Monica College Expo Light Rail Station. The Expo Light Rail Line opened in May 2016, providing a new alternative for SMC students and staff to travel to SMC's main campus and satellite

campuses. SMC's efforts in support of the project and to add the station near the main campus began in March 2007 as SMC provided the **Expo Construction Authority** and the **Los Angeles County Metropolitan Transit Authority** (Metro) with data developed by the **City of Santa Monica's Big Blue Bus** that suggested that the rail line "should prove to be a veritable funnel for SMC students and staff" and a request that Expo study the additional station. SMC students, staff, administrators, and Board of Trustee members devoted many hours in the intervening years to actions that advanced the light rail project.

Access Roadway Improvements. SMC has worked with the **City of Santa Monica** in securing a number of grants that will result in pedestrian, bicycle, and lighting improvements on 17th Street and on Michigan Avenue. An additional grant request is underway for pedestrian and vehicle improvements on Pico Boulevard near the main campus.

Student Transit Pass Program Funding. Efforts to maintain the affordability of SMC's Any Line Any Time student and staff pass program with the City of Santa Monica's Big Blue Bus advanced on several fronts. The **Los Angeles County Metropolitan Transit Authority** is actively promoting a model that may provide SMC with an ability to expand its transit pass program to the Metro transit system, including the Expo Light Rail. SMC is advising Metro on this project. The **California State Assembly** is advancing AB 2222 (Holden) which will create a program to provide discounted student transit passes to low-income K-12 and public college and university students statewide. SMC is assisting with providing lobbying support in advancing this measure.

Public Outreach on Means of Financing Classroom Repairs. SMC has engaged local residents in both a telephone survey in December (N = 604) and a door-to-door survey in the first half of 2016 (N = 9,458) to determine community attitudes about SMC and related issues in a way that has enabled the college to have clear information about voter preferences on the means of financing college facility improvements. Voters consistently expressed priorities that include SMC being an affordable pathway to college for local high school graduates, providing the best career training for adults and veterans, and maintaining safe and modern college buildings to keep students secure.

Providing SMC Board of Trustees with a Bond Measure Resolution. Government Relations worked throughout the year with internal college constituencies, SMC support organizations, and regional government agencies to prepare a bond measure resolution in the amount of \$345 million to be placed on the November 8, 2016 ballot. The **Board of Trustees** acted unanimously July 5, 2016 to approve the resolution.

Santa Monica City Council Support for Bond Measure and Joint Use Project. The **Santa Monica City Council** voted unanimously June 28, 2016 to support SMC's bond measure. The action included support for SMC to include partial funding for the expansion of Memorial Park as one of the listed projects. The expansion would add approximately three acres to the park and would accommodate SMC's women's softball and soccer programs.

Additional Joint Use Projects. SMC has worked with the **Santa Monica-Malibu Unified School District** to identify the reconstruction or replacement of the 650-seat John Adams Middle School Auditorium as a joint use project. A decision by the School District to move forward with the proposal is expected in July 2016. The project is listed as one of the proposed bond measure projects. SMC is also continuing its work with the **City of Malibu** to fund instructional enhancements to SMC's program in Malibu.

SMC FOUNDATION

Organizational Improvements. The Foundation has an unwavering commitment to a vibrant partnership with the College and its partners. The Foundation reinvigorated the Board with three new members, and elected new officers, all of whom expressed a strong commitment to fundraising. In an effort to further streamline data analysis capabilities, improve ability to cultivate donors, as well as improve stewardship activities, the SMC Foundation continues to analyze and update database structure and records, “cleaning up” over 10,000 records. In an effort to streamline work and reduce overhead, the Foundation cleaned up the database, and reduced staff by one FTE.

Revenues. Projected revenues for 2015-16 will be \$1.8 million, an increase of 28 percent over 2014-15.

Student Scholarships. More than 780 scholarships totaling \$687,474 were distributed in 2015-16. During the fiscal year, several new, endowed scholarships were established including: Dr. Richard Moore Memorial Scholarship Fund, Dr. James Stramel Ethical Scholarship Award, Ed Tarvyd Memorial Scholarship, Judge David B. Finkel Social Justice Scholarship, Noah DeWitt Memorial Scholarship for Early Childhood Education, Sarah Stegman-Wise Memorial Scholarship, and the Susan Smith-Terrell Memorial Scholarship, which have collectively raised \$169,279 in new revenue.

President’s Circle Award for Innovation and Progress. The Innovation and Progress Award was given to two departments: Arts & Entertainment for Design Technology Avid Learning Partnership who received \$18,250; and a consortium of departments including Adelante, Black Collegians, Physical & Life Sciences, STEM for a forum series on cultural diversity in the sciences received \$15,000. The funding for this grant was increased 33 percent to provide for two grants versus the regularly scheduled single award. The 2015-16 proposals are under review and the results will be announced at Opening Day 2016.

Margin of Excellence Faculty Grants. \$40,990 was awarded in fall 2015 to 11 full-time professors from the following departments: Art, Dance, Earth Sciences, History, Library, Life Sciences, Mathematics, CTE, and Physical Science. Grants ranged in size from \$750-\$5,000. For 2016-17, SMCF’s budget for faculty grants is \$55,000. Final decisions on the grant recipients will be rendered by Opening Day 2016.

Chairs of Excellence. The following Chairs of Excellence are under consideration and being reviewed for 2016-17. Each Chair is awarded \$15,000 paid out over a three-year period per academic year. Results will be ready by Opening Day 2016:

- The President’s Circle Chair in Communication
- The Sam Francis/Martin Sosin Chair in Fine Arts
- The Jose Juiz Nazar Chair in Performing Arts
- The SMC Foundation Chair in Philosophy & Social Science
- The Avaya, Inc. & Anixter, Inc. Chair in Life Science

SMC Foundation Activations

Art History. SMCF created a giving page for the Art History department tailored to friends and family as part of a multi-pronged fundraising approach, designed in collaboration with faculty.

Associated Students. The AS leadership has established an endowed scholarship for student success with the Foundation totaling \$150,000.

Center for Media and Design. SMCF hosted an intimate luncheon where the discussion was tailored around the new Interaction Design Bachelor's Degree. The gathering garnered interest in SMC and raised \$15,000 for the Foundation to provide support for the program. Also, the Foundation served as project lead, working with multiple departments, to produce a comprehensive, 32-page marketing and fundraising brochure for programs to be housed at the Center for Media and Design.

Dale Ride. Five students received the Dale Ride Internship, which included support and scholarship funding from SMCF. Increased giving allowed for the additional student.

Emeritus College. SMCF is hosting its annual luncheon in partnership with the Emeritus College 250 Club. This year, the Foundation sought a new location and partner for the event, reducing the overall costs by 40 percent. Additionally, the Foundation worked closely with the Emeritus administration to provide meaningful events including a presentation on aging by Dr. Susan Aminoff. The Foundation team has integrated to attend courses, providing greater visibility, resulting in more one-on-one meetings with students to discuss estate planning. Additionally, a successful spring Fund Drive campaign raised new revenue for the program.

Film Screening. SMCF's board member Frank Stiefel shared his documentary *Heaven is a Traffic Jam on the 405* for a fund-raising event at the Broad Stage. The film received campus-wide accolades and was integrated into SMC's professional development day for all faculty and staff to watch and discuss.

Gift of Books Holiday Card Campaign. The inaugural campaign raised over \$33,000 with 94 unique participants, 33 of whom were new donors to SMC. This year's online and printed Holiday Card demonstrated SMC's breadth and the successful outcomes it generates. Several departments and programs repurposed the work for their own use, including the General Advisory Board, the Associates, and the office of the Superintendent/President. The program extended to other campus events and was spotlighted at the campus-wide holiday gathering and the scholarship ceremony. The Foundation has committed \$40,000 to the program and will allocate the funds to the Adelante Program who will distribute to AB 540 students for the start of the fall 2016 semester.

Gifts, Grants & Estates. In collaboration with the Grants office, SMCF secured a \$25,000 grant from Southern California Edison and received a \$15,000 grant from The S. Mark Taper Foundation for Guardian Scholars. SMCF also received a \$25,000 gift for the Disabled Students Center and secured a gift for Study Abroad students from the Verge family with intent to repeat the gift for 2016-17. SMCF received \$150,000 from the estate settlement of Richard A. Gross. The settlement will include a second distribution later this year of approximately \$150,000. Also noteworthy, SMCF received a gift from the M&E Smith Family Trust totaling \$23,874 designated for Emeritus and a generous gift of \$26,395 from the American Legion Pacific Palisades Post 283 restricted for SMC's Veteran's Resource Center.

New Faculty Welcome Reception. Doubling attendance over last year, SMCF hosted its second annual new faculty reception, which included mentor faculty, senior staff, Board of Trustee members and Foundation board members. The event served as a welcome to the "SMC family" and provided a forum for social interaction off campus. The event was sponsored by the host restaurant.

Operation Gratitude. SMCF continues the successful partnership established with KCRW and the Fringe Benefits Cards, which offers discounts to more than 1,100 SoCal retailers and is provided to Foundation donors who contribute a minimum of \$100. To date, over 1,200 cards have been issued to Foundation donors.

Retirement & Recognition Event. The SMC Retirement and Recognition Event honored SMC employees retiring in the current year, employees who have worked at SMC for 25 years, and presented other employee recognition awards. SMCF worked to identify opportunities to engage retirees in ways to continue to stay connected and participate philanthropically, encouraging them to consider SMC in their legacy planning.

Scholarship Ceremony. SMCF produced its annual scholarship ceremony—streamlined and improved with several changes to the format—which served 1,000-plus attendees. A new donor lounge was introduced to good effect, inviting scholarship donors and representatives to meet with each of their student recipients and their family members.

SMCF Everywhere: 105,000 spring schedules were distributed across the city, with the Foundation prominently displayed in color—a first for SMCF. The design continuity, featuring the Holiday Campaign visuals, added value and reach to the campaign.

UBER & SMC. SMC is the first community college in the nation to partner with the leading transportation brand, UBER, and its ridesharing program, uberPOOL. The Foundation led the negotiations on the new partnership with UBER, and structured the deal for the funding to establish a new Environmental Studies Scholarship at SMC. By promoting Uber’s carpool alternative, uberPOOL, one of the goals of the partnership is to help alleviate traffic and parking issues. Through June 2016, 5,250 SMC users applied the discount code, 2,505 SMC redemptions were processed, and 13,000 SMC user trips were conducted after redemption.

VIP Welcome Day. SMCF participated in the highly successful event with a positive outcome: over 700 visits to the Foundation booth, collecting names and emails from all of the visitors. Leveraging this list, valuable information was provided about the scholarship application process and a touch point was established with both students and parents. Swag for 2,500 was provided for the student backpacks.

Campus and Alumni Relations

The **President’s Ambassadors** program continues to thrive, with 22 Ambassadors this year, who completed over 1,500 hours of service in the community. Five **Dale Ride Scholarship** award recipients were placed in internships at Congressional and Senate offices, the U.S. Dept. of Education, as well as both Oxfam America and the Corporate Council on Africa, non-profit organizations in Washington D.C.

The SMC Alumni Association (SMCAA) honored two **Distinguished Alumni** who came back to campus this year: renowned media critic **Anita Sarkeesian**, and the **Vice President of Zambia, Inonge Wina**. Alumni programs and visual communication campaigns have continued to successfully spread the Alumni Chant “Proud to be SMC” across campus, into speeches, print, the effective hashtag use #proudtobesmc, and throughout the graduation highlights video generating school spirit and pride.

This year, the department created a **Brand Identity Style Guide** to share visual communication assets with other areas on campus, and promote an alumni initiative. An Alumni Pop-Up Store also debuted at

the International Students transfer celebration, and many events were held in the Alumni Conference Room and patio. Several SMC Alumni participated in this year's Cool Careers panel, offered their time to meet and mentor Future Alumni, and were present at a variety of events including SMC's fourth annual "SMC Everywhere" transfer celebration.

Connections were made with such alumni as Bob Wells, who returned to meet the President's Ambassadors; Rivers Cuomo, who attended Homecoming; Inonge Wina, the Vice President of Zambia; Anita Sarkeesian, Tom Messerol, and Nathan Myhrvold. Campus and Alumni Relations also collaborated successfully with Career Services to bring four alumni to three different panels, and collaborated with the Promo Pathway Program to help promote enrollment through the alumni website and alumni Facebook page reaching over 19,000. This year's fourth annual Homecoming evolved from a smaller alumni reception to a large campus and community event through collaboration with Associated Students, Enrollment and Development, Community Relations, the Foundation, Athletics, and the support of marketing to reach the larger Santa Monica community.

THE BROAD STAGE

In 2015-16, The Broad Stage at the SMC Performing Arts Center celebrated its **eighth season**. Over the past eight years, The Broad Stage has rapidly emerged as a formidable cultural institution and community hub, presenting the world's finest musicians, theatre and opera companies, dance troupes, and innovative performing artists to a diverse and growing audience. The Broad Stage recently added six new board members, and consolidated its senior management, who will help the company grow.

The most noteworthy of the 125 performances this season were two glorious concerts with the opera superstar **Anna Netrebko** (her first Los Angeles appearance in ten years), with her tenor-husband Yusif Eyvasov. Other highlights in the **Celebrity Opera Series** included concerts featuring **Angela Gheorghiu**, **Piotr Beczala**, **Vittorio Grigolo** and **Diana Damrau**, and **Marcelo Alvarez**. This fully-funded series will continue in 2016-17. Theater selections featured a run of the London production of **1984**, and the great Irish actress **Lisa Dwan** in three short plays by Beckett. There was a strong, diverse season of jazz, world music, classical music and dance performances, featuring **Lil' Buck**, **Ronald K. Brown**, **Storm Large**, **Keb Mo**, **Andre Watts** and the **Calder Quartet**, just to name a few.

The **Broad Stage Education and Community Programs** expanded to serve 23,500 students, teachers and families in the community. The Student Matinees reached 15,000 kindergarten through 12th grade students and their teachers with incredible performances, such as groundbreaking dancer Lil' Buck, George's Orwell's classic **1984**, and innovative program Musical Explorers in continued partnership with Carnegie Hall's Weill Music Institute. In addition to the student matinee performances, The Broad Stage hosted five Professional Development workshops, which helped 60 teachers explore possibilities for increasing creative, performing arts-based learning.

The Broad Stage also continued to work closely with SMC faculty and students by providing master classes and open rehearsals with Broad Stage artists. Most notably this season, dance students learned Evidence Dance repertoire with Artistic Director Ronald K. Brown, and vocal jazz students perfected techniques with Luciana Souza. In January, The Broad Stage partnered with the English Department to bring approximately 150 students and faculty to see **1984**. Finally, in March, The Broad Stage led a professional development workshop with 25 professors exploring ways in integrate the performing arts into their classes.

The free public programming around *1984* created civic dialogue across the city, inviting all community members to lend their voices to the complicated but important discussion around technology, privacy, and security.

In addition to these presentations, the SMC Music and Dance departments continued to raise their profiles with high-quality performances in both theaters as part of the academic programs. The technical staff at PAC provided production and operational capabilities for the Broad Stage and Edge Second Space, and will soon add the East Wing Performance Space to its responsibilities.

The rental program also continued to flourish in 2015-16. PAC rentals broadly include daytime conferences and corporate meetings, commercial filming and still photography, television productions, film screenings, and high-end non-profit fundraisers. The on-going East Wing construction project has had varying impacts on all of these event categories, with fundraisers, filming and still photography down in number of events compared to the prior year. Noteworthy events in 2015-16 were:

- An Evening with Trevor Noah – Viacom Special Events (Comedy Central)
- TEDx Fulbright, produced by the Fulbright Association
- Frank Sinatra 100th Birthday – Show by Tom Dreesen
- PBS Special Premium Event (Pasquale Esposito)
- Westside Ballet “The Nutcracker” with SMC Symphony Orchestra
- Shakespeare Center Los Angeles, Simply Shakespeare with Tom Hanks and Bette Midler
- Social Media Week Los Angeles
- Long Beach Opera – The News 2016 by Jacob TV

KCRW

2015-16 marked a transformative year for the radio station, KCRW. From its modest studios in the basement of the Cayton Center, KCRW along with Santa Monica College launched a \$48 million capital campaign in order to outfit and fund a new facility. The campaign is forecast to exceed its goal and the culmination will coincide with relocating to the new facility on the Center for Media and Design campus in December, 2016. KCRW has raised nearly \$11 million from foundation funders including the Annenberg Foundation, Keck Foundation, Gilbert Foundation, Ralph M Parsons Foundation, Hilton Foundation, and many others. A number of individual donors also contributed to the funds involved in the campaign—future programming, distribution, and equipment for the station.

KCRW continues to make its mark in the community. The station will reach 250,000 people in person over the summer with more than 30 free music concerts for all ages in Los Angeles and Orange County. The largest gatherings are in partnership with the Annenberg Space for Photography in Century City. In 2015 headliners included Dwight Yoakam, De La Soul and TV On the Radio. This summer, KCRW will feature the noted “Refugee” exhibit with artists Nas, Baaba Maal and Edward Sharpe over three weeks in July.

Radio ratings were the highest ever in 2016. The station enjoyed a 40 percent increase in audience over last year with 770,000 weekly listeners. This polarized election season highlights the quality programming that public radio provides. In addition, KCRW’s presence in the community is paying off in listening.

KCRW won many awards for its audio programming including an Edward R Murrow report for *Grace of the Sea*, a chapter in a yearlong, multimedia series about economic insecurity and demographic shifts in Compton. Morning host Cheryl Glaser won a Gracie award for best anchor and Kim Masters was recognized by the Gracie Awards for her hosting talent on the her show, *The Business*.

Jacobs Media also recognized KCRW as the *Most Innovative Station* in the country for the development of a virtual reality (VR) app. This app, along with the companion viewing cardboard, allows music performances to be enjoyed in full 360-degree view which is controlled solely by the viewer.

Storytelling continues to be a large focus of the station. Three independent series will launch in late 2016. Award-winning journalist Karen Foshay will take a year-long look at wage theft at restaurants and the limited ability of victims to collect. A pair of independent producers will tackle aging in Los Angeles in a city that seems forever young. They will follow Broadway Avenue from Chinatown to El Segundo to capture how the city's growing elderly population lives in an expensive city. Independent producer George Lavender embeds himself in the families of those with incarcerated loved ones. He highlights how inmates get married behind bars and why their spouses agree to the hardships. Also, with populations growing, inmates are sent to prisons in faraway states. He will look at the impact on families who can't afford to make visits.

KCRW creates over 100 hours weekly of original programming that includes daily public affairs, music, food, news on Hollywood, interviews with artistic creators, storytelling, politics, and literature.

KCRW's station in Santa Barbara has three fulltime staff. Host Jonathan Bastian hosted a live broadcast, a well-attended debate event with five of the candidates for the US Congressional seat in the 24th district in Santa Barbara County. The Santa Barbara staff reports on issues of the Central Coast including the Refugio oil spill of 2015, water issues, farming concerns, and issues of homelessness and economic disparity in one of the wealthiest communities in the country.

Bookworm, the weekly show that interviews authors about their work, was recently highlighted in [Audible Range](#), the online magazine for Audible users. For 25 years Michael Silverblatt has interviewed the most noteworthy authors. Recent guests include Don DeLillo, Joyce Carol Oates, Claudia Rankine and biographer A. Scott Berg.

KCRW partnered with SMC's *Public Policy Institute* on two events in 2016 around the issues of health. Topics included the over-prescription of medication and the second was about the violent brain. Both were well attended by students and the community and took place in campus venues.

The SMC Intern program continues to expose SMC students to KCRW and KCRW to excellent students. Each year KCRW pays stipends to 20 students who work in all areas of KCRW—from marketing to membership to sales to programming and studio engineering. A donor created this stipend and now KCRW is working to find another donor to continue the program.

The Summer Marketing Internship brings 140 college-aged students together to learn marketing techniques and be present at all summer events to interact with the public. Marketing interns learn marketing goals from station staff and connect with each other around projects that get KCRW's message out into the community.

Planning is taking place now for a December 10, 2016 grand opening event at the new KCRW Media Center and newly named Center for Media and Design. Plans also include a series of events in early 2017 to welcome the community to the campus and KCRW's building. The campus can hold 800 people in its courtyard, 180 people in the new auditorium and 100 people in KCRW's performance studio. It is anticipated that a large amount of attention from the greater Los Angeles community will join to celebrate this new campus and new KCRW.

CONCLUSION

Our students, employees and programs continue to achieve the highest recognition in many fields. While the College faces challenges—some unique to us, some symptomatic of wider trends—we are hopeful that the same creativity, tenacity, and dedication to student success that led us to overcome challenges in the past will prevail, and indeed, lead Santa Monica College on to an even higher plane of excellence.

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