



*Santa Monica Community College District*

**2019-2020 ACTION PLANS TO SUPPORT THE  
INSTITUTIONAL STRATEGIC INITIATIVES AND OBJECTIVES**

<p><b>ACTION PLAN 1</b></p> <p>Integrate Areas of Interest and program maps into the college’s curriculum approval and student educational planning processes.</p>	<p><b>Lead Person:</b> Irena Zugic</p> <p><b>Responsible Area(s):</b> Redesign Team Academic Affairs Academic Senate Curriculum Committee Marketing</p>		
<p><b>Map to 2017-2022 Strategic Initiatives</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Close Gaps in educational outcomes</li> <li><input checked="" type="checkbox"/> Educational and career opportunities and pathways</li> <li><input type="checkbox"/> Long-term and integrated planning linked to resource allocation</li> <li><input type="checkbox"/> Human Resource plan which supports student success</li> <li><input type="checkbox"/> Improve facilities and technology infrastructure, integration and staffing</li> <li><input type="checkbox"/> Ensure long-term fiscal stability</li> </ul>			
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<p>Methods to Accomplish the Annual Action Plan (<i>include timeline</i>)</p> <p>Fall 2019 - Curriculum Committee will discuss and create a process to include Areas of Interest and program maps as part of approval procedure for all new programs; Marketing department will explore technology solutions for publishing the maps</p> <p>Spring 2020 – Infrastructure will be built to implement Areas of Interest and program maps into curriculum software; Program maps will be published on the SMC website</p>			
<p>Describe the anticipated outcomes that will result from the completion of the action plan, including how its completion might further the college’s goal of eliminating equity gaps:</p> <p>All new programs will be assigned to an Area of Interest and will have a clear program map that will be readily available to students. Program maps are intended to reduce time to completion, as well as increase rates of completion of students achieving their self-defined goals.</p>			



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<p><b>ACTION PLAN 2</b></p> <p>Develop and implement a systematic method for assessing the effectiveness of existing learning resources and embedded supports, to better inform best future practices to serve racially marginalized students.</p>	<p><b>Lead Person:</b> Irena Zugic</p> <p><b>Responsible Area(s):</b> Redesign Team Academic Affairs Academic Senate Student Instructional Support Committee</p>		
<p><b>Map to 2017-2022 Strategic Initiatives</b></p> <ul style="list-style-type: none"> <li>■ Close Gaps in educational outcomes</li> <li>■ Educational and career opportunities and pathways</li> <li>❑ Long-term and integrated planning linked to resource allocation</li> <li>❑ Human Resource plan which supports student success</li> <li>❑ Improve facilities and technology infrastructure, integration and staffing</li> <li>❑ Ensure long-term fiscal stability</li> </ul>			
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<p>Methods to Accomplish the Annual Action Plan (<i>include timeline</i>)</p> <p>Fall 2019 - Student Instructional Support Committee will create an assessment tool to measure the effectiveness of existing learning resources and embedded supports</p> <p>Spring 2020 – Use the tool to assess the effectiveness of existing learning resources and embedded supports</p>			
<p>Describe the anticipated outcomes that will result from the completion of the action plan, including how its completion might further the college's goal of eliminating equity gaps:</p> <p>A report will be prepared demonstrating the effectiveness of learning resources and embedded supports disaggregated by race.</p>			



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<p><b>ACTION PLAN 3</b></p> <p>Launch the Starfish Early Alert solution in English and math.</p>	<p><b>Lead Person:</b> Stacey Jones Dan Nannini Brenda Benson</p> <p><b>Responsible Area(s):</b> Student Affairs, Academic Affairs, IT</p>
<p><b>Map to 2017-2022 Strategic Initiatives</b></p>	
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<p>Methods to Accomplish the Annual Action Plan (<i>include timeline</i>)</p> <p>Starfish is a student success retention tool that will assist with the implementation of Guided Pathways at scale. Starfish features various student retention solutions and SMC has elected to focus on the implementation of the Starfish Early Alert solution in 2019-20.</p> <p>In September 2019 two different Starfish Work Groups were formed each of which is led by a Starfish consultant. One work group is focused exclusively on building the technology infrastructure so that Starfish can integrate with webISIS and Canvas, and the other Work Group is focused on the actual implementation of the tool. Both groups meet weekly with the goal of launching the Starfish Early Alert solution in Spring 2020 in English and Math. A campus-wide roll out of the Starfish Early Alert solution is planned for Fall 2020. Implementation of additional Starfish solutions to include training and campus-wide promotion are planned for 2020-21 and beyond.</p> <p>Activities will include:</p> <ul style="list-style-type: none"> <li>• training for faculty, staff and students,</li> <li>• promotion/marketing of the tool (and possible re-branding),</li> <li>• regular updates to Dept Chairs and at Senate meetings (which have already begun), and</li> <li>• the creation of a Starfish website.</li> </ul>	
<p>Describe the anticipated outcomes that will result from the completion of the action plan, including how its completion might further the college’s goal of eliminating equity gaps:</p> <p>By implementing the Starfish Early Alert solution in English and Math in Spring 2020, we plan to see:</p> <p>1) increased usage of Early Alert notifications (flags and kudos) among English and math faculty, 2) increased retention in English and Math courses, particularly among racially marginalized students, and 3) increases in degree and transfer completion over time.</p>	



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<p><b>ACTION PLAN 4</b></p> <p style="text-align: center;">Implement the STEM Area of Interest (AoI) Student Care Teams</p>	<p><b>Lead Person:</b> Vice President of Student Affairs</p> <p><b>Responsible Area(s):</b></p> <ul style="list-style-type: none"> <li>• Counseling</li> <li>• Career Services</li> <li>• Welcome Center</li> <li>• Financial Aid</li> <li>• STEM Program</li> <li>• Institutional Redesign Team</li> </ul>		
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<p>Methods to Accomplish the Annual Action Plan (<i>include timeline</i>)</p> <p>Establish a pilot Student Care Team for the STEM Area of Interest.</p> <p>Hire a Project Manager to lead the implementation of Student Care Teams. The first phase will include developing a team that consists of Academic Counselors, a Career Counselor, a financial aid representative, a Program Specialist (Coach), and peer navigators (student mentors) for the STEM Areas of Interest.</p> <p>Students in the AoI will be part of an academic and career community, as well as be assigned to a specific counselor and support team member. Student enrollment patterns and progress towards goals will be monitored and used to provide appropriate support services.</p>			
<p>Describe the anticipated outcomes that will result from the completion of the action plan, including how its completion might further the college's goal of eliminating equity gaps:</p> <p>The anticipated outcome is to pilot a Student Care Team for the STEM Area of Interest and develop a list of recommendations on effective ways to improve and expand the STEM pilot Students Care Teams to all STEM students and all AoIs.</p>			



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<p><b>ACTION PLAN 5</b></p> <p>Complete the Facilities Master Plan</p>	<p><b>Lead Person:</b> Charlie Yen</p> <p><b>Responsible Area(s):</b> Executive Vice-President Vice-President, Business/Adm.</p>
<p><b>Map to 2017-2022 Strategic Initiatives</b></p>	
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<p>Methods to Accomplish the Annual Action Plan <i>(include timeline)</i></p> <p><u>Background:</u></p> <p>On March 5, 2019, the Board of Trustees approved an agreement with DLR Group to prepare a facilities Master Plan for the Main Campus. The Master Plan will generate and articulate the long-term vision for SMC. With input from partners and stakeholders, the plan will create a practical, data-driven, and visionary road map for SMC that looks to develop strategies to enhance the user experience, promote academics, and address land use, buildings, transportation, parking, utilities, sustainability, and open space. The plan will have four phases:</p> <ol style="list-style-type: none"> <li>1. Analysis and Assessment</li> <li>2. Concepts and Alternatives</li> <li>3. Planning for Implementation</li> <li>4. Documentation and Final Presentations</li> </ol> <p>During 2018-2019, DLR met with:</p> <ul style="list-style-type: none"> <li>• Board of Trustees – April 17, 2019</li> <li>• Management Association – May 9</li> <li>• Associated Students – May 17</li> <li>• M&amp;O Managers – June 24</li> <li>• SM Community – June 24</li> <li>• M&amp;O night staff – June 24</li> <li>• M&amp;O day staff – June 25</li> <li>• Senior Staff – June 25</li> </ul>	

Activities during 2019-2020 (up to September 15, 2019)

- Department Chairs – July 12
- Academic Affairs – July 12
- City of Santa Monica staff – August 20
- Fall Flex Day – August 22
- Facilities Condition Assessment – summer 2019

DLR will be conducting:

- Traffic study – September 16

DLR will be meeting with:

- General Advisory Board– September 19
- SMC Associates – November 13
- Academic Senate
- CSEA
- Management Association
- College community
- Neighborhood groups

Describe the anticipated outcomes that will result from the completion of the action plan, including how its completion might further the college's goal of eliminating equity gaps:

The Facilities Master Plan will be completed in 2019-2020. It is an assessment of the outlook of SMC's facilities for the next 20 years to meet the education need and better serve our students and staff. It will be designed and implemented with the students and the staff serving students in mind.



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INSTITUTIONAL STRATEGIC INITIATIVES AND OBJECTIVES**

<p><b>ACTION PLAN 6</b></p> <p>Conduct a district-wide technology assessment, create an IT Staffing Plan and draft a five-year Technology Master Plan.</p>	<p><b>Lead Person:</b> Marc Drescher, Chief Director IT</p> <p><b>Responsible Area(s):</b> Information Technology in coordination with TPC</p>		
<p><b>Map to 2017-2022 Strategic Initiatives</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Close Gaps in educational outcomes</li> <li><input type="checkbox"/> Educational and career opportunities and pathways</li> <li><input checked="" type="checkbox"/> Long-term and integrated planning linked to resource allocation</li> <li><input type="checkbox"/> Human Resource plan which supports student success</li> <li><input checked="" type="checkbox"/> Improve facilities and technology infrastructure, integration and staffing</li> <li><input type="checkbox"/> Ensure long-term fiscal stability</li> </ul>			
<p><b>Map to Institutional Planning Documents</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Board of Trustees Core Priorities (#27, #28)</li> <li><input type="checkbox"/> Program Review Observations</li> <li><input type="checkbox"/> Institutional Effectiveness Observations</li> <li><input type="checkbox"/> Academic Senate Objective #1</li> <li><input checked="" type="checkbox"/> Accreditation Recommendations                             <ol style="list-style-type: none"> <li>1. Indicate Standard Number _____</li> <li>2. Quality Focus Essay</li> </ol> </li> <li><input type="checkbox"/> Institutional Learning Outcomes Supporting Goals                             <ol style="list-style-type: none"> <li>1. Innovative and Responsive Academic Environment</li> <li>2. Supportive Learning Environment</li> <li>3. Stable Fiscal Environment</li> <li>4. Stable Physical Environment</li> <li>5. Supportive Collegial Environment</li> </ol> </li> </ul> </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> CCC Chancellor's Office Vision for Success                             <ol style="list-style-type: none"> <li>1. Focus on students' end goals</li> <li>2. Design and decide with the student in mind</li> <li>3. Pair high expectations with high support</li> <li>4. Foster the use of data, inquiry and evidence</li> <li>5. Take ownership of goals and performance</li> <li>6. Enable action and thoughtful innovation</li> <li>7. Leader the work of partnering across systems</li> </ol> </li> <li><input type="checkbox"/> Other (specify): Award for Innovation California Community Colleges Guided Pathways Grant</li> </ul> </td> </tr> </table>		<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Board of Trustees Core Priorities (#27, #28)</li> <li><input type="checkbox"/> Program Review Observations</li> <li><input type="checkbox"/> Institutional Effectiveness Observations</li> <li><input type="checkbox"/> Academic Senate Objective #1</li> <li><input checked="" type="checkbox"/> Accreditation Recommendations                             <ol style="list-style-type: none"> <li>1. Indicate Standard Number _____</li> <li>2. Quality Focus Essay</li> </ol> </li> <li><input type="checkbox"/> Institutional Learning Outcomes Supporting Goals                             <ol style="list-style-type: none"> <li>1. Innovative and Responsive Academic Environment</li> <li>2. Supportive Learning Environment</li> <li>3. Stable Fiscal Environment</li> <li>4. Stable Physical Environment</li> <li>5. Supportive Collegial Environment</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> CCC Chancellor's Office Vision for Success                             <ol style="list-style-type: none"> <li>1. Focus on students' end goals</li> <li>2. Design and decide with the student in mind</li> <li>3. Pair high expectations with high support</li> <li>4. Foster the use of data, inquiry and evidence</li> <li>5. Take ownership of goals and performance</li> <li>6. Enable action and thoughtful innovation</li> <li>7. Leader the work of partnering across systems</li> </ol> </li> <li><input type="checkbox"/> Other (specify): Award for Innovation California Community Colleges Guided Pathways Grant</li> </ul>
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<p>Methods to Accomplish the Annual Action Plan (<i>include timeline</i>)</p> <p>Berry Dunn Consulting was selected from an RFP process to conduct the district-wide technology assessment, IT Staffing Plan and the drafting of a five-year Technology Master Plan. Funding for the project will be provided by the awarded IEPI Seed Grant.</p> <p>The drafting of the five-year Technology Master Plan will kick-off at the June 21, 2019 Technology Planning Committee meeting. During the meeting, Berry Dunn consulting will discuss their process for developing the plan. A timeline to conduct the technology assessment, staffing plan and drafting of the plan will be established. The process will consist of several site visits from Berry Dunn and will include discussions with college constituents. The final delivery of the plan is expected in December of 2019.</p>			
<p>Describe the anticipated outcomes that will result from the completion of the action plan, including how its completion might further the college's goal of eliminating equity gaps:</p> <p>The five year Technology Master Plan will provide a roadmap and direction of technology resources to support the Mission and Goals of Santa Monica College. The plan will be updated annually by IT and reviewed by TPC.</p>			