

MASTER PLAN  
FOR EDUCATION

Achieving the  
**Santa Monica College**  
**U i s i o n**

**C**hanging Lives Through  
Excellence in Education

Revision – September, 2006

# **Master Plan For Education**

**Revised September, 2006**

***Achieving the Santa Monica College Vision***

***Changing Lives through  
Excellence in Education***



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# **SANTA MONICA COLLEGE MASTER PLAN FOR EDUCATION 2006**

In 1997, the College adopted its first formal *Master Plan for Education*, and the plan has been reviewed and updated in each subsequent year. In accordance with the College's planning process, the document is extensively revised at least once every six years. This last occurred in 2002, with a revision of the College's Vision, Mission, and Goals statements and the identification of major planning issues to guide the development of institutional objectives for future years.

In order to formulate objectives for 2006-2007, the college vice presidents consulted with appropriate faculty and staff within their divisions and with the Superintendent/President prior to preparing a draft of the objectives to be reviewed by the District Planning and Advisory Council (DPAC). All constituent groups represented on DPAC were also asked to submit proposed objectives, and several of the adopted 2006-2007 objectives emerged from that body's discussion of the draft document..

This final document is the result of review and approval by the District Planning and Advisory Council.

## **VISION**

*Santa Monica College:  
Changing Lives  
Through Excellence In Education*

## **MISSION**

*Santa Monica College strives to create a learning environment that both challenges our students and supports them in achieving their educational goals. We prepare our students to contribute to the global community as they develop an understanding of their personal relationship to the world's social, cultural, political, economic, technological, and natural environments.*

*To fulfill this mission, the College provides open and affordable access to excellent associate degree and occupational certificate programs. These programs prepare students for successful careers, develop college-level skills, enable transfer to universities, and foster a personal commitment to lifelong learning.*

*Santa Monica College serves, represents, and embraces the community's racial and cultural diversity. We promote the exchange of ideas in an open, caring community of learners and recognize the critical importance of each individual to the achievement of our vision.*

## **GOALS**

### **Student Success:**

*The College's learning environment will challenge, motivate, and support students. The College will use data on student outcomes to enhance educational programs and services.*

## **Academic Excellence:**

*The College will uphold its tradition of academic excellence and innovation centered on a strong core of classified staff, faculty, and administrators. All are dedicated to the lifelong development of individual skills and competencies.*

## **Community of Mutual Respect:**

*The College will be exemplary as a diverse community of mutual respect—a community characterized by respect for the individual, free exchange of ideas, broad collaboration, and participation in college governance.*

## **Effective Use of Technology:**

*The College will promote access to technology to achieve its goals*

## **Community Partnerships:**

*The College will develop public/private partnerships to meet the educational needs of our community, ensure financial viability, and promote employment of our students and alumni.*

## **Supportive Physical Environment:**

*The College will acquire, plan, develop, and maintain facilities and equipment to provide the best possible educational environment and promote the use of sustainable resources.*



# **MASTER PLAN FOR EDUCATION 2006-2007 INSTITUTIONAL OBJECTIVES**

## **ALL GOALS**

**OBJECTIVE 1.** To initiate a strategic planning process that will focus on the development of a shared vision for the College's future to enable clearer articulation of its mission and goals and to drive planning activities that are directly linked to resource allocation. (All Areas)

**OBJECTIVE 2.** To develop and implement an enrollment development plan, with the full involvement of all campus constituencies. (All Areas)

**OBJECTIVE 3.** To develop and implement revenue and expenditure plans that will reduce over time the College's structural operating deficit and its reliance on FTES "borrowing." (Business and Administration)

**OBJECTIVE 4.** To implement the District Planning and Advisory Council's recommendation to redesign and improve the College's website. (All Areas)

## **GOAL I. Student Success**

**OBJECTIVE 5.** To disseminate, evaluate, and discuss the recently completed environmental scan for vocational programs and develop recommendations for the Superintendent/President on the establishment of new vocational programs and the enhancement of existing ones. (Academic Affairs; Planning and Development) \*\*Academic Excellence

**OBJECTIVE 6.** To strengthen the infrastructure and accuracy of the ISIS catalog through review of data and technological improvements. (Academic Affairs) \*\* Effective Use of Technology

**OBJECTIVE 7.** To enhance student access through new and expanded noncredit course offerings. (Academic Affairs)

**OBJECTIVE 8.** To explore enrollment development opportunities through expanded use of alternative delivery methods, such as Distance Education and Dual Enrollment. (Academic Affairs)

**OBJECTIVE 9.** To use point-of-service surveys to measure student learning outcomes for all student services areas. (Student Affairs)

**OBJECTIVE 10.** To begin assessment of the student learning outcomes established for the student support areas of the College. (Student Affairs)

**OBJECTIVE 11.** To develop a prospect tracking database to monitor and analyze activities designed to attract students and to evaluate their effectiveness and efficiency in achieving targets for enrollment and student participation. (Student Affairs)

**OBJECTIVE 12.** To communicate the importance of student equity issues across all campus constituencies. (Academic Affairs; Human Resources)

## **GOAL 2. Academic Excellence**

**OBJECTIVE 13.** To establish an implementation timeline for changing the minimum Associate in Arts degree requirement in English to a college-level English course, as mandated by the recent change in Title 5 regulations. (Student Affairs) \*\*Student Success

**OBJECTIVE 14.** To increase the number of full-time faculty members at the College to make progress towards the AB 1725 goal of a 75%/25% full-time/part-time ratio. (Human Resources; Academic Affairs; Student Affairs) \*\* Student Success

## **GOAL 3. Community of Mutual Respect**

**OBJECTIVE 15.** To develop and implement an improved system of information sharing that keeps all constituency groups of the College informed about fiscal matters, on a timely basis, through the Budget Planning Committee and the District Planning and Advisory Council. (Business and Administration)

**OBJECTIVE 16.** To develop and implement a more precise and accurate budgetary reporting system that reduces the variances between projected revenues and expenditures during the fiscal year and actual ending revenues and expenditures. (Business and Administration)

**OBJECTIVE 17.** To develop and implement a more extensive orientation process for newly hired classified employees. (Human Resources)

**OBJECTIVE 18.** To complete review of health benefit options (including those for retirees) by the Health Benefits Committee and make a final recommendation on the option(s) that provide the most comprehensive benefits at a reasonable cost. (Human Resources)

**OBJECTIVE 19.** To facilitate District implementation of the Hay Classification Study. (Human Resources)

**OBJECTIVE 20.** To develop and implement a diversity hiring plan based upon the model plan provided by the Chancellor's Office. (Human Resources) \*\*Student Success

**OBJECTIVE 21.** To conduct an assessment of classified staffing needs, taking into account current vacancies, increased demand on current staff, new campus facilities coming on line, and anticipated retirements in order to make recommendations for adequate staffing levels. (Human Resources) \*\*Student Success

**OBJECTIVE 22.** To consider establishment of an employee "ombuds" office to provide conciliation, mediation, and confidential "listening ear" services for faculty and staff. (Human Resources)

#### **GOAL 4. Effective Use of Technology**

**OBJECTIVE 23.** To research, evaluate, and develop a feasible plan and technical road map to migrate existing college departmental data files into a centralized internet-accessible storage location. (Information Technology)

**OBJECTIVE 24.** To research, evaluate, and develop a college directory structure to consolidate multiple accounts/logins into one centralized repository. (Information Technology)

**OBJECTIVE 25.** To evaluate the existing college server farm infrastructure; study Blade physical servers, virtual servers, and other new technologies; and develop plans to migrate the current segmented per-server per-function approach to a more consolidated and higher availability environment. (Information Technology)

**OBJECTIVE 26.** To research, evaluate, and plan for a campus network backbone infrastructure migration, with a goal of enhancing the bandwidth and capacity for the internal college network and the College's internet through-put. (Information Technology)

## **GOAL 5. Community Partnerships**

**OBJECTIVE 27:** To establish an Internal Review Board to oversee human subjects research at Santa Monica College, thus maintaining compliance with federal grant requirements. (Planning and Development)

**OBJECTIVE 28:** To develop written procedures for effective grant development and management, including fiscal procedures, purchasing processes, and reporting compliance. (Planning and Development; Business and Administration)

## **GOAL 6. Supportive Physical Environment**

**OBJECTIVE 29:** To complete the online work order system. (Business and Administration; Information Technology) \*\*Community of Mutual Respect

**OBJECTIVE 30:** To develop campus directional signage on all campuses to facilitate navigation of facilities by students, staff, and visitors. (Business and Administration) \*\* Student Success

**OBJECTIVE 31:** To replace existing energy management systems (generators) and heating systems (boilers) to address new AQMD requirements. (Business and Administration)

**OBJECTIVE 32:** To review resources required at off-campus sites and for new buildings coming on line. (Business and Administration) \*\*Student Success

# **MASTER PLAN FOR EDUCATION**

## **2005-2006 INSTITUTIONAL OBJECTIVES ANNUAL REPORT**

### **ALL GOALS**

**OBJECTIVE 1.** *To further increase the District's reserve for contingency/fund balance to maintain program stability and meet financial emergencies and unforeseen circumstances (Business and Administration)*

During the 2005-2006 fiscal year, the District's ending reserve for contingency/fund balance grew by 2.3% of total expenditures or \$2,798,638. This increase in ending contingency reserve/fund balance allowed the District to close the 2005-2006 fiscal year with an ending contingency reserve/fund balance of 7.5% of total 2005-2006 expenditures, which is above the California Community Colleges Chancellor's Office recommended percentage of 5%. This marked the third year in a row that the District had an ending contingency reserve/fund balance above the recommended 5%, and the 2006-2007 Adopted Budget projects that the 2006-2007 fiscal year will end with a projected ending contingency reserve/fund balance of 5.7%.

**OBJECTIVE 2:** *To create a multi-year budget planning tool to examine possible scenarios from a long-range planning perspective. (Business and Administration)*

The District has designed an FTES/Funding scenario tool that is designed to project the effects of FTES strategies on revenues and expenditures over multiple years. This tool not only examines the effects an FTES strategy has on general apportionment revenue, but also takes into account the effects an FTES strategy has on other revenue lines that are driven by the amount of reported FTES, such as lottery funds and block grants, and the additional expenditures related to adopting an FTES strategy.

**OBJECTIVE 3:** *To establish a Research Advisory Committee to assist in developing research priorities to inform the College's planning process. (Planning and Development)*

A Research Advisory Committee has been established to address the research needs of the College. The objective of the committee is to bring the research needs of the College forward in one forum where they can be discussed and prioritized. This ad hoc group works in coordination with other campus committees, such as the District Planning and Advisory Council, to disseminate the information and bring information back to the group.

## **GOAL I. Student Success**

**OBJECTIVE 4:** *To devise and implement appropriate instruments for surveying students regarding the services they receive and to use survey results in evaluating and improving the College's services to students. (All Areas)*

The College Services Subcommittee of the District Planning and Advisory Council deployed a survey to 26,000 students, asking them to prioritize needs for college services and add additional comments and suggestions for improving services. The data are being analyzed by each service area to determine student needs and priorities for improving services.

**OBJECTIVE 5:** *To coordinate tutor training and tutoring labs more effectively. (Academic Affairs)*

A tutoring workgroup, consisting of tutoring coordinators and department chairs or managers with tutoring responsibilities, was formed and met bi-weekly during Spring 2006. Because of the decentralization of the College's tutoring programs, this was the first time these employees had actually met together. The group began by reviewing past accreditation recommendations pertaining to tutoring, as well as past college Master Plan for Education objectives. The workgroup reviewed current tutoring services, practices, and procedures in each area, as well as training each area provided to student tutors. A shared electronic document repository was created in which coordinators can post materials to share with their colleagues, decreasing duplication of effort. The group discussed research needs to measure effectiveness of tutoring and has developed a draft list of measures which will be given to MIS to develop a computerized collection

system. This group will continue to meet and will begin looking at possibilities for providing online tutoring services.

**OBJECTIVE 6:** *To maximize use of impacted facilities by generating a potential list of high demand classes to offer in short-term modules on weekends or at other non-traditional times. (Academic Affairs)*

Due to the critical shortage of main campus classroom space and the goal to increase enrollment overall, two strategies were employed to take full advantage of all facilities: expansion of general education course offerings at satellite campuses and expansion of weekend offerings. As a result, more high demand classes are now being scheduled at the Academy of Entertainment and Technology and Bundy sites to enable a student to build a general education, transferable course schedule at least two days per week at a satellite site, without the need to shuttle to and from the main campus. For weekend course offerings, the department chairs considered offering general education courses in modules that would allow students to take courses at an accelerated pace in fewer weeks in order to reach their educational goals more quickly. Weekend course offerings were permitted above and beyond each department's weekly teacher hour allocation.

**OBJECTIVE 7:** *To review existing internal (i.e. programmatic) and external (from other institutions) strategies for tracking students after they leave the College to develop a longitudinal database for measuring student success in meeting both occupational and transfer educational goals in order to provide comprehensive and accurate planning information that is reflective of changing employment and educational patterns. (Planning and Development)*

**\*\*Community Partnerships**

This objective has been partially addressed. In addition to the transfer data the College receives from the University of California and California State University systems through the Chancellor's Office, a recently renewed relationship with the National Clearinghouse extends this transfer information to include private and out-of-state institutions for those students who have provided social security numbers. A systematic tracking approach for students with occupational goals has yet to be developed.



**OBJECTIVE 8:** *To disseminate the Student Equity Plan throughout the College for consideration in planning. (Student Affairs)*

Parts of the Student Equity data and plan were presented to several campus constituencies, including the members of the Board of Trustees, managers, staff, and the new Superintendent/President at the March 4, 2006 Board Retreat; the faculty and staff at the Institutional Flex Day on March 7, 2006; and the Student Affairs deans on June 5, 2006. The Academic Senate has created a Student Equity Task Force for 2006-2007 to make further recommendations on student equity issues.

**OBJECTIVE 9:** *To expand online counseling and financial aid services for students and parents and evaluate the results. (Student Affairs)*

In June 2006, the Counseling Department launched a new online counseling program designed to serve new and continuing SMC students. This program complements cyber-counseling for distance education students and creates another avenue for “on ground” students to access SMC counselors. Online counseling is not designed to replace face-to-face counseling; rather, it allows students to ask more basic questions without having to personally come to campus. Students who use the program are guaranteed a response within 48 hours. Thus far, response to the system has been extremely positive.

The SMC Financial Aid Office has been involved in a major transformation of its operation. The intent, over the past year, has been to streamline processes, automate programs, and to deliver aid into the hands of students in a timely fashion. This last area was one of the office’s primary goals in 2005-2006, as it changed the historical practice of waiting until the third or fourth week to disburse the first grant checks. In Fall 2005, SMC mailed over 2,500 checks on the second day of the term. In Spring 2006, SMC mailed over 4,000 checks on the first day of the term. SMC Financial Aid has also automated the assessment of academic progress, Pell Grant reconciliation, and the early electronic awarding of BOG waivers for FAFSA applicants. Also of note is the revamping of the SMC Financial Aid website, which allows students to apply for Federal/State aid and obtain a wealth of information about financial aid policies and procedures.

Students can download financial aid forms directly from the website and link to scholarship opportunities.

**OBJECTIVE 10:** *To improve the communication plan for prospective students and new applicants to maximize the use of e-mail, Internet, and telephone access. (Student Affairs)*

Admissions and Records launched several new web pages in Spring 2006. These pages link information together to improve both student and faculty/staff access to information. E-mail communication, which has proven to be an effective way to reach students, has been implemented throughout the application and enrollment process. Immediate results are seen after each communication piece. In Spring 2006, Outreach also piloted a telephone communication product that allows mass outreach by telephone. The pilot yielded great results as well and will be integrated fully into the student communication plan in 2006-07.

**OBJECTIVE 11:** *To review administrative and student support costs—including those for computer labs, counseling, tutoring, media, and library services—for instructional offerings on weekends or at other non-traditional times. (Student Affairs)*

Online counseling seems to be a natural solution for students who decide to take advantage of instructional offerings on weekends or at other non-traditional times. The cost of online counseling has been absorbed in the current counseling budget. The Library continues to offer an impressive variety of online services, as well as providing weekend service hours.

**OBJECTIVE 12:** *To review marketing and outreach strategies, examine data supporting their costs relative to student recruitment, and develop an updated plan to assist in achieving and maintaining full enrollment recovery. (Student Affairs)*

In order to gather student responses to marketing and outreach strategies, several questions were added to the online application to gather data on which strategies have been successful in reaching students and influencing the decision to attend SMC. These data will be analyzed in 2006-2007.

**OBJECTIVE 13:** *To identify, evaluate, and implement an online registration system for the noncredit course offering. (Student Affairs)*

A response to this objective is still in progress. Academic administrators have met to discuss the registration needs of noncredit students. A pilot test of telephone registration has been completed for Emeritus students. However, online registration was determined to be inappropriate for Emeritus and noncredit ESL students because of the characteristics of those populations. Online registration for students participating in the DSPS program is being planned for 2007.

## **GOAL 2. Academic Excellence**

**OBJECTIVE 14:** *To continue transformation of individual courses to incorporate student learning outcomes and begin the process of defining student learning outcomes at the program and institutional levels. (Academic Affairs) \*\*Student Success*

The Academic Senate Joint Curriculum Committee continues to require that all proposals for new courses, course updates, and courses to be offered via distance education include two or three student learning outcomes. As each department undergoes program review and updates all courses, a greater percentage of courses now have student learning outcomes. In addition, the Student Learning Outcomes Committee has representatives from every department and discipline trained to lead their colleagues in developing and revising student learning outcomes for courses. Many departments used their departmental flex days in 2005-06 for this purpose.

**OBJECTIVE 15:** *To develop an educational program to train students for employment in emerging transportation technologies. (Academic Affairs) \*\*Student Success*

Recent research information indicates that both government and industry are evaluating a variety of fuels, but have not narrowed down the options enough to make it feasible and affordable for industry to dedicate resources and commit heavily to technology that supports a reasonable

number of fuels. The College will continue to monitor developments in this area, as well as community interest in transportation service areas.

**OBJECTIVE 16:** *To consider the Academic Senate for California Community Colleges recommendation of mandating successful completion of a college-level English course as a requirement for the Associate in Arts Degree. (Academic Affairs) \*\*Student Success*

General discussion occurred at the Curriculum Committee. The College already has implemented the recommend math requirement (Intermediate Algebra) for the Associate in Arts Degree and will consider the proposed change in the English graduation requirement and the proposed timeline for implementation (no later than Fall 2009).

**OBJECTIVE 17:** *To initiate and implement a plan to augment the noncredit course offering, focusing particularly on the basic skills, short-term vocational, and English as a Second Language categories of courses. (Planning and Development) \*\*Student Success*

This objective is being carried forward to be addressed in 2006-2007.

### **GOAL 3. Community of Mutual Respect**

**OBJECTIVE 18:** *To collaborate with the appropriate constituencies to develop a more extensive orientation process for newly hired classified employees. (Human Resources)*

Human Resources has developed its own orientation process that includes a benefits overview, but has not yet collaborated with CSEA to expand and/or improve the current process.

**OBJECTIVE 19:** *To complete review of health benefit options (including those for retirees) by the Health Benefits Committee and make a final recommendation on the option(s) which provide the most comprehensive benefits at a reasonable cost. (Human Resources)*

The Health Benefits Committee remains active, but final recommendations have not yet been developed.

**OBJECTIVE 20:** *To work with the Personnel Commission, CSEA, employees, and managers to facilitate District implementation of the Hay Classification Study upon its completion. (Human Resources)*

The Personnel Commission has not yet finalized the Hay Classification Study and has not submitted any results to the District. Once this occurs, the District and CSEA will begin negotiations on the implementation process.

**OBJECTIVE 21:** *To provide mandated training on sexual harassment to all managers, supervisors, coordinators, and department chairs prior to the January 1, 2006 deadline. (Human Resources)*

All classified managers, academic administrators and department chairs have been trained, with the exception of two department chairs, two classified managers and two academic administrators. Human Resources offered and conducted six separate two-hour, interactive training sessions.

**OBJECTIVE 22:** *To complete district negotiations with the Faculty Association and CSEA and, upon approval of the resulting contracts by the Board of Trustees, to provide comprehensive training on the new contracts to all managers, coordinators, and department chairs. (Human Resources)*

The Faculty Association and the District reached tentative agreement on the 2004-2007 faculty contract on September 6, 2006.

Negotiations between the District and CSEA were completed. The contract was adopted on July 12, 2005 and covers January 1, 2003 – December 31, 2006. Three workshops were provided to managers, coordinators and department chairs to discuss the contents and, in particular, the changes within the new contract.

**OBJECTIVE 23:** *To explore the possibility of a plan for SMC employees to enroll in college courses offered outside their work hours at no or minimal cost. (Human Resources) \*\*Academic Excellence*

This concept is still being discussed by the CSEA and District negotiation teams. The process and implementation plan have not yet been discussed.

**OBJECTIVE 24:** *To develop and implement a diversity hiring plan, as proposed by the Chancellor's Office, in collaboration with the appropriate constituencies. (Human Resources) \*\*Student Success*

The EEO/Diversity plan has just been finalized by the Chancellor's Office during Summer 2006 and has been distributed to the districts. Training sessions on the plan will be presented at the Association of Chief Human Resources Officers (ACHRO) conference in Lake Tahoe in Fall 2006. The District will have 12–18 months to submit a plan to the Chancellor's Office for approval.

#### **GOAL 4. Effective Use of Technology**

**OBJECTIVE 25:** *To work with Management Information Systems to enable employees to access and complete routine forms online. (All Areas) \*\*Community of Mutual Respect)*

With the assistance of Information Technology staff members, Human Resources staff members have been successful in creating forms that can be accessed, downloaded, and/or completed by employees online.

**OBJECTIVE 26:** *To complete the College's new planning process by developing and implementing operating procedures for the District Planning and Advisory Council and codifying them through administrative regulation. (All Areas)*

The District Planning and Advisory developed and approved a set of operating procedures that are now codified through Administrative Regulation 2250.

**OBJECTIVE 27:** *To enhance campus network security by re-evaluating technology internal security procedures and implementing up-to-date internet proxy services and an enterprise spyware/adware protection mechanism. (Information Technology) \*\*Community of Mutual Respect*

Anti-Spyware technology was evaluated. It was determined that the most cost-effective solution was upgrading the annual anti-virus software agreement with McAfee to include their Total Protection Enterprise Suite and

Secure Web Gateway Appliance. The gateway appliance is currently being installed. The desktop protection software was remotely installed to all district computers during Summer 2006. The internet proxy service has been upgraded with state-of-the-art Dell Blade server and virtual machine technology to enhance the performance and availability.

**OBJECTIVE 28:** *To develop and expand WebISIS functions in the updated internet development environment, including enhanced online student/faculty/student services collaboration tools and user data query capability.* (Information Technology) \*\*Student Success; Academic Excellence

Phase one of this project includes an Oracle technology environment upgrade and the development of a new version of self-service systems for both students and faculty. This technology renewal step has enabled the college administrative system to take advantage of Oracle's latest and greatest internet technology, which provides a higher level of stability, security, and productivity. A new version of WebISIS is in pre-production phase, with an anticipated roll-out timeframe of Fall 2006. The new WebISIS provides the same look and feel as the self-serve systems, with enhanced functions and ease of navigation.

**OBJECTIVE 29:** *To define Information Technology and data center relocation facility, environment control, and equipment requirements to ensure that the infrastructure and the design of the new data center are reliable, adequate, scalable, secure, and efficient through the use of state-of-the-art technology.* (Information Technology) \*\*Supportive Physical Environment

A detailed project plan has been presented by the architectural consulting firm. This project includes the Drescher Hall exterior remodel, landscaping plan along Pico Blvd., a classroom, a public facility, and the Information Technology office/data center area. The estimated completion date is Fall 2008. Currently, the project team is finalizing the site plan and the floor plan. The detailed mechanical, electrical, equipment location, and network design for the Information Technology office area, data process production area, and data center will be developed in the next phase.

**OBJECTIVE 30:** *To expand wireless technology and broaden internet access capability for users with wireless laptop computers and to phase in “Voice-Over-IP” technology to enhance the manageability and integration of voice/data communication and maximize the cost benefit. (Information Technology)*

Wireless internet access for faculty, staff, and students was initially installed and tested in the Library. Upon successful completion of the Library pilot program, wireless network access has been expanded to include the Cayton Center, Cafeteria, Faculty/Staff Lounge (Bread Factory), and the Academy of Entertainment and Technology site. The Information Technology staff is currently working on installing outdoor wireless access points in the Clock Tower area of the main campus.

**OBJECTIVE 31:** *To initiate the process of redesigning the college website to improve the image, navigation, and functionality and establish a consistent process through which material is added and updated. (Information Technology) \*\*Student Success; Academic Excellence; Community of Mutual Respect*

A recommendation for a website redesign and implementation plan was developed by the Technology Planning Subcommittee and approved by the District Planning and Advisory Council. Actual implementation is pending budget approval.

## **GOAL 5. Community Partnerships**

**OBJECTIVE 32:** *To develop a Grants Advisory Committee to assist in reviewing grant requests. (Planning and Development) \*\*Student Success; Academic Excellence*

Developing separate advisory committees for individual grants and grant proposals has proven to be a more effective means of dealing with the intent of this objective.

**OBJECTIVE 33:** *To expand employee training programs offered to various companies and industries through contracts not otherwise linked to government grants. (Planning and Development) \*\*Student Success*



In 2005-2006, the Office of Workforce and Economic Development expanded its efforts to procure corporate retraining contracts that were not linked to government grants. The College has provided contracted education services for the allied healthcare field, resulting in a state-approved online program focusing on Alcohol and Other Drug (AOD) Counseling. The information obtained through the California Certification Board allowed the College's Workforce and Economic Development area to create the only state-approved certification program used by many employers in the AOD industry.

**OBJECTIVE 34:** *To strengthen the College's relationship with state and local elected leaders.* (Planning and Development)

During the 2005-2006 academic year, The College cultivated many relationships with local elected leaders in the cities of Santa Monica and Los Angeles to support the development of the Bundy Campus. This resulted in support from both cities for providing vehicular access to the Bundy Campus to improve safety for students who enter and exit this facility. The Planning and Transportation departments of both cities have also actively provided input in the development of an Environmental Impact Report (EIR) for the Bundy Campus.

## **GOAL 6. Supportive Physical Environment**

**OBJECTIVE 35:** *To make a concentrated effort to clean up and beautify those areas of the campus where there is no construction taking place.* (Business and Administration)

The Grounds Department worked very hard to clean up and beautify areas that are not under construction. Landscape projects included planting at the Clock Tower (Dot Gelvin Rose Garden), the Pavilion, Parking Structure C, the Amphitheater, the Coffee Spot, the northeast corner of the Main Campus, west of the Bookstore, and the Art Building (planter renovation in conjunction with a student project); renovation of the exterior lunch area at the Academy of Entertainment and Technology (in conjunction with a student project); tree pruning and trimming on the Main Campus, the Bundy Campus, the Airport Campus, the Academy of Entertainment

and Technology, and 2714 Pico; and pressure washing of walkways and parking structures on the Main Campus, the Bundy Campus, and the Academy of Entertainment and Technology.

The Maintenance Department painted and updated 26 restrooms, as well as completing scheduled maintenance projects such as the following: Student Activities/Letters and Sciences Boiler replacement, Library Village and Pearl Street houses rain gutter replacements, Academy of Entertainment and Technology Pac-10 AC mechanical engineering and VFD installation, and other smaller projects.

Custodial and Operations staff refinished numerous floors in college buildings, such as the Business Building and 2714 Pico.

**OBJECTIVE 36:** *To facilitate the adaptive re-use or conversion of all space that becomes available.* (Business and Administration)

The following areas were moved, remodeled or re-configured by the Facilities area over the last year:

- Career Services move – Remodel of LV 161
- High Tech Center move – Remodel Student Services 103
- Gym 100A Classroom Conversion – Remodel storage room for yoga
- AET 240 Remodel – Convert offices into classroom
- Cayton Center – Extend west wall and install sliding glass doors
- Business Building—Cosmetology – Added partitions to create a room for facials

The Facilities Planning area continues to be responsive to the college community about the status of the construction projects on the various campuses. Information about the “U” and “S” bond measure projects and the Bundy and Madison construction sites is now posted on the college website at:

[http://www.smc.edu/facilities\\_airport/default.html](http://www.smc.edu/facilities_airport/default.html)

[http://www.smc.edu/comm\\_ed\\_facil\\_2004/default.html](http://www.smc.edu/comm_ed_facil_2004/default.html)

<http://www.smc.edu/madison/>

[http://www.smc.edu/facilities\\_resources/default.html](http://www.smc.edu/facilities_resources/default.html)

It is hoped that the recently established DPAC Facilities Planning Subcommittee will further enhance communication about current projects as well as enabling expanded participation in planning for the College's future needs.