

# **ANNUAL REPORT FOR 2003-04**

## **Santa Monica College**

**Submitted to the Board of Trustees**  
**June 24, 2004**

### **INTRODUCTION**

The 2003-04 fiscal year brought to Santa Monica College an intense roller coaster ride. The year began with a continuation of devastating state budget cuts – coupled with no new funds available from growth or from basic skills.

As a result, the year has included painful reductions in class offerings, academic programs, and staffing levels at SMC. Fortunately, the year ends on a note of re-growth and hope that a new administration in Sacramento is ushering in an era of respect for the invaluable contributions community colleges make to California. In between, there has been sweeping change in the state capital and a budget picture – though far from rosy – that at least *begins* to address the huge inequities in state funding of community colleges.

As of this writing, the state Legislature has still not passed a budget, so we do not know precisely what SMC's funding will be. But the early signs are somewhat encouraging. Governor Arnold Schwarzenegger's proposed budget for community colleges calls for funding for 3 percent growth, a cost-of-living adjustment of 2.41 percent, and \$80 million statewide for equalization. The Legislature is likely to provide that level of funding in the first two categories. However, the \$80 million in equalization funding – which would mean about \$3.6 million for SMC – could be reduced significantly by the Legislature (the state Assembly's latest proposal is for only \$20 million in equalization).

The Board of Trustees voted unanimously earlier this month to adopt a \$200.4 million tentative budget for 2004-05, based on Schwarzenegger's proposed spending plan. It also assumes the college will be successful in its re-growth campaign. In short, the tentative budget is based on the most optimistic projections, and SMC still faces the prospect of further cuts when the final budget is adopted in September.

Although the budget news has been mixed, the college has been energized over the past six months or so in its re-growth campaign. Under the state's complex funding formula for community colleges, SMC must grow 3 percent in 2004-05 over 2002-03. If we don't, we are penalized financially. Consequently, we have added about 750 course sections in fall 2004 and will plan for a similar increase in spring 2005, as well as nearly 200 more classes in winter 2005. It's the equivalent of starting up a new college.

But SMC has risen to the occasion splendidly. We have employed strategies to appropriately focus the increase in Summer 2004 and Fall 2004 course offerings to ensure the level of re-growth we have targeted. We have stepped up our high school outreach efforts, including daily tours for high school groups. We have expanded and carefully targeted out-of-state and international student recruitment. We have moved up and streamlined our application process. We have implemented a major expansion of Financial Aid. And we have established a centrally located Welcome Center, to be open through Sept. 10, that will be a “one-stop shop” for enrollment, orientation, counseling, fee payment, financial aid and more.

The early results are encouraging. Applications so far are up this year over the last two years, and we are cautiously optimistic that we will meet our enrollment target for fall 2004.

While the re-growth campaign was being waged at home, we made crucial – even unprecedented – inroads in Sacramento, where much of our fate lies. The election of Governor Schwarzenegger last October was a major turning point for community colleges. A proud alumnus of SMC, Schwarzenegger is the first California governor who attended a community college and he is keenly aware of the huge contributions made by the two-year schools. He has demonstrated his commitment to community colleges every step of the way. He appointed me to his transition committee and appointed community college supporter Richard Riordan his secretary of education. Riordan, in turn, asked me to be his special advisor. With Board approval, I have spent many fruitful days in Sacramento from November through April assisting Riordan and ensuring that community colleges get the best budget possible. I have continued my involvement to ensure SMC’s presence in policies and budget discussions in Sacramento.

Equally important, the new governor appointed two outstanding SMC representatives to the California Community Colleges Board of Governors – SMC Board of Trustees Chair Dr. Margaret Quiñones and former SMC administrator Benita Haley.

Of course, not everything revolved around Sacramento and re-growth. This college continues to be the envy of community colleges throughout the nation. Our accomplishments – even in the harshest of circumstances – draw praise far and wide. As Dr. Guy Lease, chair of this year’s accreditation team, said of SMC: “You are simply, in our words, outstanding.”

Nothing could have been achieved without the courageous leadership of the Board of Trustees. As individuals and as a group, the Board has demonstrated vision, keeping the long-term solvency of the college in mind. Board members continued to play an important part in statewide lobbying. And they have shown leadership in reaching out to the City of Santa Monica, the Santa Monica-Malibu Unified School District, community organizations and more as they work to forge partnerships in a variety of ways. In short, the Board’s commitment, first and foremost, is to student success.

With this introduction, we present the following annual report, which outlines our accomplishments for 2003-04. Two subsequent reports – the **“Master Plan for Education: 2003-04,”** which provides a detailed account of how we achieved or made progress toward the objectives we identified at the beginning of the fiscal year, and the **“Master Plan for Education: 2004-05 Objectives,”** which discusses the college’s plans for the coming year – will be published in July.

*Dr. Piedad F. Robertson  
Superintendent/President*

## **ACCOMPLISHMENTS OF 2003-04**

### **ACCREDITATION**

Under the leadership of Vice President of Academic Affairs Randal Lawson and Academic Senate Past President Gordon Dossett, SMC undertook the exhaustive – and exhausting – reaccreditation process in 2003-04, which culminated in a 12-member Accreditation Team visit in late March. As a first step, the college completed a self-study, a comprehensive document that evaluates everything from institutional effectiveness to physical resources. The self-study served as the jumping off point for the Accreditation Team’s intensive three-day visit. The final “Reaffirmation of Accreditation” report is not expected until next week, but we anticipate that the report will reflect what the team said at its “exit interview.” At the time, SMC received high praise in many areas, including its “outstanding” instructional programs, “comprehensive and vibrant” student service programs, student retention efforts, the new Library, and more. At the same time, the team urged the campus community to “move past the disagreements” that have marked internal relations over the past year. The college intends to address the issues raised by the report in an aggressive manner and make necessary changes.

### **PROPOSED BOND MEASURE**

The college prepared a detailed report on a proposed \$175 million bond measure to fund a wide range of college and college-community joint-use facilities. Earlier this month, the Board of Trustees discussed the report at length – and with great intelligence and foresight. College officials are in the process of discussing the proposed bond with Santa Monica and Malibu city officials and internal constituency groups. The Board of Trustees is expected next month to make a final decision on whether to put the bond measure on the Nov. 2 ballot for Santa Monica-Malibu voters.

### **ACADEMIC AFFAIRS & TECHNOLOGY**

**Curriculum:** The Academic Senate Joint Curriculum Committee reviewed and approved proposals for 26 new courses (including three in the emerging Education program), a Nutrition and Wellness Associate in Arts degree, and two departmental certificates in Cosmetology.

**Course Schedules:** Academic Affairs deans worked closely and effectively with department chairs to develop 2003-04 schedules of classes that reduced the course offerings in light of the college's current budget constraints, but minimized the impact on students. (The decrease in numbers of students served was significantly less than the overall reduction in course offerings.)

**Program Review:** The Academic Senate Joint Program Review Committee developed and implemented a common dataset of student achievement measures to inform the program review process for academic programs.

**Student and Administrative Services:** Management Information Systems staff updated technology to implement online student early-alert systems, faculty online class administrative functions, and automation of student grade reporting.

**Online User Support:** The Tech-Knowledge Center – a prototype of a technology support website – was designed and implemented to enhance online technology support.

**Technology Infrastructure:** The college, City of Santa Monica, and Santa Monica-Malibu Unified School District partnered to develop I-Net, a fiber network infrastructure use agreement. This provides a cost-effective solution for reliable, high-speed network capability among the College's sites.

## **STUDENT SERVICES**

**Transfer:** For the 13<sup>th</sup> straight year, SMC sent more students to the University of California than any other two- or four-year institution. More specifically, for 2002-03 (the last full academic year for which figures are available), SMC sent 895 students to the UC. The next largest feeder to the UC sent 589 students. SMC continues to be the largest feeder to UCLA and the No. 1 Southern California transfer college to UC Berkeley, the flagships of the UC. SMC also sent the most African American students to the UC and transferred the second most Chicano/Latino students. The college is the 10<sup>th</sup> largest feeder to the CSU system, sending 1,011 students, slightly more than the 2001-02 total. Additionally, SMC continues to be the No. 1 transfer institution to USC, having sent 149 students in fall 2003, a slight increase over fall 2002. The second largest feeder transferred 75 students to USC in fall 2003.

**Student Retention:** In 2003-04 significant progress was made regarding the implementation of many recommendations made by the Presidential Retention Task Force in 2002-03. These recommendations include:

- Streamlining the financial aid process for students
- Creating thematic learning communities (if Title V funding is received)
- Providing a greater selection of short-term classes (in 2004-05)
- Mandatory assessment
- Administering an academic preparedness instrument to new students
- Continuing to make retention an institutional priority

**Student Success Project:** An offshoot of the Student Success Project, the Student Enhancement & Education Research (SEER) Project received the 2004 “Best Practice Award” from the National Council on Student Development, an affiliate of the American Association of Community Colleges. The program targeted students on probation and used a three-pronged approach to improve the academic achievement of these students that included “re-orientation sessions,” at least twice-a-semester visits with counselors, and English and math placement exams. A year-long study found, among other things, that half the students who attended the re-orientation went off probation and that the persistence rate – percentage of students who continued their studies the following semester – was 72 percent for those who attended re-orientation, compared to 23 percent for those who did not. Although the program no longer receives grant funding, the counseling department has adopted many of the program practices including re-orientations for probationary students.

**Welcome Center:** SMC has opened a new Welcome Center in the Student Cafeteria Complex for first-time college students, offering counseling services, small group orientations, enrollment assistance, campus tours, financial aid, payment services, information on SMC special programs and more.

**Orientation:** During 2003-04 academic year, 12,247 students completed the New-Student Orientation Program. Nearly 7,800 students were oriented for Fall 2003, and approximately 4,500 students received orientation for Spring 2004 semester, both online and in person. Since launching the online orientation process in May 2003, the number of students receiving orientation has increased by approximately 20 percent. In addition, 1,300 students who needed further assistance with course selection attended an optional Course Planning Review (CPR) session, receiving supplemental counseling to develop their first-semester education plans. It is anticipated that during the next academic year, the number of students participating in the New-Student Orientation Program will continue to soar as we prepare to increase our incoming classes for 2004-05.

**Financial Aid:** The Financial Aid Office has made significant improvements over the course of the 2003-04 year. While staffing shortages and antiquated processes initially burdened the office productivity, it created an opportunity for the office to grow and develop to the best it has ever been. Processes have been streamlined, new technologies have been implemented, and staff has been hired and trained to create a student-friendly, uncomplicated environment. New initiatives – such as financial aid counseling and outreach; document scanning, tracking and retrieval; and re-engineering of the office structure – have been implemented through the shared vision and collaboration with several segments of the campus community. It is anticipated that for the 2004-05 academic year, more students will qualify and be awarded aid than ever before. Through collaborative efforts with Fiscal Affairs, it is projected that students will have the aid they need to continue their studies earlier than ever before.

## ***BUSINESS & FACILITIES***

- **Budget Cuts:** Substantial budget cuts were implemented this past year, which required time-consuming and labor-intensive processes to successfully monitor and maintain the reduced budget. In addition, the ongoing budget crisis has demanded an extraordinary amount of time and energy from the Fiscal Services department.
- **Budget Committee:** The Budget Committee – which has representatives of all constituency groups on campus – met regularly to maintain lines of communication on the budget situation as it evolved throughout the year. Public presentations on the budget were also made periodically at Board meetings, organization meetings, and open forums.
- **Transition:** Fiscal Services underwent a major transition with the retirement of Cheryl Miller and the hiring of her replacement, Reagan Romali, as associate vice president of fiscal services. The transition went smoothly, and we are looking forward to positive changes being made in the department.
- **New Financial System:** Extensive training efforts were undertaken to train the Fiscal Services staff in the new PeopleSoft financial system that the Los Angeles County Office of Education converted to in 2003-04. The new and fully functional system comes after three years of difficulty for the college to connect with the county's system, but the college formed a joint committee with the county to resolve the issues.

## ***MEASURE U PROJECTS***

- **New Emeritus College Building:** The sparkling new \$9 million Emeritus College building on Second Street in downtown Santa Monica was finished last October, marking the completion of the first major project included in Measure U.
- **New Math Complex:** SMC completed a beautiful new Math Complex – featuring classrooms, labs, testing rooms and more – in what had been the Library Village. The Math Department moved into the new facility at the beginning of the summer session. The \$750,000 renovation project includes six classrooms, a computer lab, math lab, faculty offices, conference room, workrooms and more.
- **New Athletics and Kinesiology-Dance Offices:** A new, architecturally distinct office complex for athletics and kinesiology-dance is expected to be completed in July. The \$2 million glass-and-steel complex has been built on what were the east bleachers at Corsair Field above the dance studios in the Pavilion.

- **Bundy Campus:** Major progress was made in the first phase of the renovation of the 10.2-acre Bundy Campus at Santa Monica Airport. Earlier this month, the Board of Trustees awarded a \$15 million contract to Bernards Bros. for the renovation of the four-story West Building on the site that will house the nursing, early childhood education and continuing education programs. The college also made \$1 million worth of improvements to the site – including relocating utilities, constructing a sound wall with landscaping on the south side of the property, and adding a new driveway from Bundy Drive. The college also launched an extensive community outreach program, meeting with Mar Vista residents to get input on the plans for the site and to ensure SMC will be sensitive to their concerns. The building renovation is expected to be completed by summer 2005.

- **Main Stage:** The old Main Stage building was demolished last December to make way for a cutting-edge, 280-seat facility designed by Los Angeles architect Leo Daly. Earlier this month, the Board of Trustees awarded a \$13.1 million contract to Turner Construction for the renovation project, which will include state-of-the-art technical facilities, classrooms, faculty offices, larger scene shop, and larger dressing rooms for the Theater Arts Department. The facility is expected to be completed by fall 2005.

- **Liberal Arts Building:** Last September, the Board of Trustees approved a new Liberal Arts Building to replace the current structure that was heavily damaged in the 1994 Northridge earthquake. The college is currently working to re-engineer the project to reduce the construction cost. Construction bids are expected to go out in the coming fiscal year.

- **Other Measure U Projects:** SMC is moving ahead with planning and design/drawings for the Literacy Center and Campus Quad.

## **OTHER MAJOR FACILITIES**

- **Library:** SMC's "new" Library – a building that underwent a major expansion and modernization – opened for the first day of the 2003-04 school year, drawing praise for its architectural design and state-of-the-art features. The long-awaited \$23.6 million project nearly doubled the size of the facility and provided widespread Internet access. The library's completion marked the last project to receive funding from Prop. T, the \$23 million bond passed by Santa Monica-Malibu voters in 1992.

## **HUMAN RESOURCES**

**Budget Cut Impacts on Human Resources:** The severe budget cuts, which resulted in a significant number of layoffs and early retirements, required time- and labor-intensive work to ensure the transition of employees into retirement or positions outside the college.

**Transition:** The 2003-04 year marked a bittersweet transition in the department with the death of longtime Dean of Human Resources Dot Gelvin and the naming of two new deans in her place – Pat Brown and Sherri Lee-Lewis (who had been assistant dean).

**Negotiations:** The Human Resources Office has been actively involved with negotiations with CSEA for a successor collective bargaining agreement. These negotiations have been prolonged and for a significant period of time were best characterized as a contentious process with little progress being made in reaching a new agreement. However, during the later part of the Fall 2003 semester, Human Resources was successful in leading a change in the negotiation climate. This change has resulted in an improved working relationship with CSEA in negotiations, and some progress toward reaching a final agreement.

**Monthly Meetings with Classified Managers:** Throughout the year, Human Resources held monthly meetings with classified managers to discuss human resources and other pertinent issues. In addition, the meetings have provided classified managers with an opportunity to share their successes and issues with other managers. This open discussion has provided valuable information and assistance to managers.

**Evaluation Training:** Human Resources provided administrators, managers and department chairs with training on how to evaluate classified employees. The training provided specific information on how to deal with employees with chronic absenteeism issues.

**Sexual Harassment:** Human Resources instituted sexual harassment training for students and for specific campus departments. In addition, the college and the Academic Senate reached a final agreement on a new sexual harassment administrative regulation.

**Evaluation of Classified Managers and Academic Administrators:** In addition to continuing the process for the evaluation of academic administrators, Human Resources implemented an evaluation process for classified managers, which includes a self-evaluation requirement. The evaluation process for classified managers parallels the evaluation process used for academic administrators.

**Classification Study:** Human Resources continued to provide assistance to the Personnel Commission concerning the ongoing Hay reclassification study.

## ***PLANNING & DEVELOPMENT***

- **Federal Funding:** Congress appropriated \$1 million to help fund parking improvements at the Madison Campus, as well as \$2.25 million – expected to be approved by President Bush – for the development of a shuttle parking lot at the Bundy Campus. New appropriation requests for \$4 million were submitted during the current Congressional session to support the development of new facilities for parking improvement, nursing and other vocational programs at the Bundy Campus. The Planning & Development Office, in collaboration with Cassidy and Associates in Washington D.C., worked on getting the federal funding.

- **Student Publication of Scientific Research:** Four SMC students who served as summer interns at The Lawrence Berkeley National Laboratory in Berkeley had their research projects published in the U.S. Department of Energy's *Journal of Undergraduate Research*. SMC was one of 24 colleges and universities to have four or more students have their research published.

- **Even Start Family Literacy Grant:** Thanks to the \$1.2 million Even Start Grant that came to the college in August 2003, SMC established a program to improve literacy and bolster the education of low-income parents and their young children in Santa Monica. SMC is one of four community colleges in the state to have received this particular grant.

- **Office of Workforce & Economic Development:** The Office of Workforce and Economic Development in 2003-04 administered a total of \$962,295 in contracts to serve a variety of local industry clusters such as apparel, health, and information technology. Some of the companies benefiting from our training services included Tri-Central Kaiser-Permanente, Cedars-Sinai Medical, and the Tenet Health System in the health care field and Bebe, Verticle Ideas, Tarrant Apparel Group, and Crew Knitwear in the apparel industry. A total of 681 people were served by our various training programs. For 2004-05, the Office of Workforce and Economic Development anticipates receiving additional funding from the Employment Training Panel and Workforce Investment Act, as well as discretionary allocations from the U.S. Department of Labor to provide regionally based training services.

- **Institutional Effectiveness:** The Office of Institutional Research and Effectiveness, together with the college community, has coordinated several studies, including a profile of distance education students that explores their demographic and academic characteristics and compares them academically and demographically with those students enrolled in traditional on-ground classes, and an assessment of the success, retention, and persistence of Intensive ESL students.

- **Community Services & Continuing Education:** The Community and Continuing Education program has added greater variety and depth in course offerings, gearing them to the personal interests of individuals in the community. The program is also developing new courses and certificate programs for those seeking to broaden/enhance/update their skills in their current profession or explore professional development in new areas. The program is currently undergoing the approval process to become an authorized provider of Continuing Education Units (CEU's) through the International Association of Continuing Education and Training. A few of the new professional development courses to be added in the coming year include a series of medical billing courses, expanded offerings such as the Learning Adventures' series of reading and literacy classes, a wider range of recreational and physical fitness classes, as well as new music, art, and literature classes.

- **Grants:** The College received \$2,680,564 in grants in 2003-04. Considering the low number of grants available and greater competition for limited funds, this total is highly respectable. The college will be notified in July if it will be awarded the individual Title V grant worth \$2.75 million over five years and the cooperative Title V with El Camino College worth \$3.5 million over five years.

## **SMC FOUNDATION**

This was another highly successful year for the SMC Foundation, which raised an impressive \$3.3 million.

- **Annual Giving:** Set an all-time high for non-bequest, undesignated gifts – exceeding \$210,000 in gifts and pledges, attributable largely to the success of the President’s Circle annual giving support group.
- **Gifts:** A total of 5,350 gifts were processed, with the major categories, aside from annual giving, being The Madison Project (\$1.8 million), Scholarships (\$500,000), and Emeritus College (\$100,000).
- **Scholarships:** In 2003-04, the Foundation distributed \$600,000 in scholarships and other student awards to 900 students. The donors specifically designate these scholarships.
- **Chairs of Excellence:** The Foundation founded and awarded the Sam Francis/Martin Sosin Chair of Excellence in Art. Receiving the award was art professor and SMC gallery director Marian Winsryg. Each endowed chair provides each recipient \$5,000 a year for three years for research projects of their choice. The college currently has five established Chairs of Excellence. At the end of the fiscal year, a pledge was received for a sixth chair to be named at graduation in 2005. Details will be announced later.
- **Dale Ride Interns:** The Foundation again secured sponsors (at the \$5,000 level) for each of the four 2004 Dale Ride interns so that all their expenses were covered by private donations.

## **MADISON PROJECT**

The Madison Project continues its remarkable progress thanks to the leadership of **Dale Franzen** and major support from the SMC Foundation.

- The Madison Project has raised more than \$8 million, including a \$1 million grant from the U.S. Department of Transportation.
- The college finished architectural drawings, successfully passed the environmental review process, and sent drawings to the Department of State Architecture last October. Final DSA approval of the theater is expected in July, with approval of the Madison remodel for the Music Department anticipated in September.
- The Madison Project continued to develop corporate partners and this year secured

partnerships with the beautiful new Ambrose Hotel in Santa Monica and the Houston's Restaurant chain, which donated a 7-foot Steinway Grand Piano valued at \$50,000. Also, radio station K-Mozart has become the official radio station for the Madison Project, and has offered to provide us with substantial free airtime.

- The Madison Performance Series continued with its wide array of free concerts – five this past year. Once again the concerts grew in attendance and popularity. Among the performers were Jeffrey Kahane and members of the Los Angeles Chamber Orchestra and actress/author Agapi Stassinopolous. Events were presented at Madison and in local community locations to serve a larger audience, including Miles Memorial Playhouse and the Museum of Tolerance.
- The Madison Project partnered with the Marilyn Horne Foundation and the Melisse Restaurant of Santa Monica by hosting a birthday celebration for the legendary mezzo-soprano Marilyn Horne. Dustin Hoffman was also in attendance. This event garnered much press and excitement, as well as many new potential donors and supporters.
- Madison's Youth Opera Camp program with Los Angeles Opera had a very successful season, with the wildly popular production of "Brundibar," a piece based on children in World War II concentration camps. This helped to secure a new partnership with the Museum of Tolerance and allowed the children to meet and perform with a living Holocaust survivor. Due to popular demand, Madison will revive "Brundibar" in the next year. Continuing our commitment to arts/education outreach, several scholarships were again awarded to schoolchildren that would otherwise not have been able to attend, thanks to a generous grant from the Dwight Stuart Foundation and the Jewish Youth Foundation.
- The project held a celebrity donor recognition event that generated more than \$100,000 in gifts and favorable press coverage.

## **COMMUNITY RELATIONS**

- **75<sup>th</sup> Anniversary:** The college began preparing for SMC's 75<sup>th</sup> anniversary, a yearlong community celebration that unofficially began June 10 when the Santa Monica Chamber of Commerce honored the college with a special recognition for contributions to the community as it celebrates its three-quarters-of-a-century birthday. The college will officially kick off the year of festivities at "Celebrate America" on July 3.
- **Actors from the London Stage:** The acclaimed Actors from the London Stage spent a week of residency March 1-7 at SMC, capping its visit with two widely praised performances of "Romeo & Juliet." The group of five classically trained actors from such companies as Royal Shakespeare and Royal National conducted seminars and workshops for theater, English and other students at SMC, as well as a special session for local middle school students at Miles Memorial Playhouse in Santa Monica. The residency and free performances were sponsored by the SMC Associates.
- **UC Press Associates:** The SMC Associates, a college support group that raises funds to enrich campus life by funding outstanding performers and speakers, formed a new

partnership with the University of California Press Associates to further expand its offering of distinguished programs.

- **Environmental Partnership:** Expanding its environmental relationship with the City of Santa Monica, SMC became the site of a new water-conservation demonstration garden that is being used as an educational tool for students and city residents alike. The city project features two side-by-side, front-yard gardens – a water-efficient or “heritage” garden next to a traditional one located at SMC-owned adjacent houses on Pearl Street.

- **Community Events:** SMC continued to host and/or co-sponsor a number of community events throughout the year, including the second “Relay for Life” in Santa Monica, which raised \$60,000, much of it by teams of SMC employees, for the American Cancer Society; the “Raising Readers” family literacy festival, whose main sponsor is Connections for Children; “Celebrate America,” the college’s huge Independence Day festival; and the Martin Luther King, Jr. celebration.

- **Community Outreach:** A wide variety of special relationships in the community and outreach programs continue to generate goodwill among many constituency groups. A special liaison committee between the college, the City of Santa Monica, and the Santa Monica-Malibu Unified School District ensure an ongoing discussion on issues of mutual concern. And our outreach programs reach into schools, the senior citizen population, business community, clubs, community organizations, and more.

## **CHALLENGES OF 2004-05**

The primary challenges facing SMC in the upcoming fiscal year include the implementation of recommendations in the forthcoming Accreditation Report; budgetary matters (including ensuring that equalization funding continues to be allocated in future years); restoration of enrollment, not only in the fall, but also the winter and spring sessions, with adequate resources in personnel and facilities; passage of the proposed bond if the Board decides to put it on the ballot; aggressive fundraising as part of the college’s effort to find creative solutions to fiscal challenges; and the continued implementation of the Facilities Master Plan, particularly the completion of the Bundy Campus West Building and the renovation of the Main Stage.

## **CONCLUSION**

As we enter 2004-05, I am confident that we are emerging from the challenges of the past two years stronger and more committed than ever to student success. We have kept our eyes on the prize, and we are building on past triumphs – and lessons – to make our unique institution even more outstanding. The Board of Trustees is to be thanked for its special contributions and exceptional leadership.