



SOUTHWESTERN COLLEGE

GOVERNING BOARD PRIORITIES 2017–2018

BOARD PRIORITY #1

USE BOND FUNDS TO CREATE AN ENVIRONMENT CONDUCIVE TO LEARNING, THROUGH A LINKAGE TO THE EDUCATIONAL AND FACILITIES MASTER PLANS.

STUDENT ACCESS

SWC will promote a student-centered climate that provides equal access to educational achievement through collaboration that values diversity.

COLLEGE OBJECTIVES

1. Create a "Students First!" environment that is welcoming, inclusive and accessible.
2. Increase marketing of educational programs at all college sites as well as their community services, and availability of facilities.
3. Strengthen partnerships with secondary school districts and universities.
4. Enhance on-line access through use of technology.

PHYSICAL AND FINANCIAL RESOURCES

SWC will act in a responsible, accountable and transparent manner in budget and financial matters, and will actively and ethically seek outside sources of funding in order to preserve financial solvency.

SWC will provide that the college's design and infrastructure meets the evolving needs of all students, faculty, staff and community in support of an innovative learning environment.

COLLEGE OBJECTIVES

1. Design and implement a transparent budget development process aligned with the integrated planning cycle.
2. Create and implement an external funding plan that establishes ongoing, non-state revenue funding of \$1 million.
3. Prepare a comprehensive evaluation and multi-year fiscal projection of the scheduled maintenance required for all district facilities.
4. Construct facilities based on the Education Master Plan and the Facilities Master Plan.
5. Sustain financial independence by maintaining sound internal controls over financial and operational functions.

BOARD RELATED TASKS	ACTION STEPS	OUTCOME(S)
1.1 Expect a comprehensive review of the current Facilities Master Plan to reflect the priorities outlined in Measure Z and the Educational Master Plan.	<p>The Board will hold a workshop to ensure processes are in place to fulfill these tasks.</p> <p>The Board will approve the system developed to ensure Board oversight of Measure Z.</p>	A Facilities Master Plan that adheres to the Board's direction.
1.2 Monitor that systems are in place to provide Board oversight, ensuring the construction program is well-managed, assures efficiency, limits overspending, and complies with Measure Z.	<p>The Board will ensure processes are in place for meaningful constituency and community input into Measure Z planning.</p> <p>The Board will review Measure Z plans early enough to consider changes and receive input from the community and representative committees.</p> <p>The Board will review quarterly expenditure reports and annual reports.</p>	

BOARD PRIORITY #2

ENGAGE WITH THE COMMUNITY AND PROMOTE SOUTHWESTERN COLLEGE AS THE COLLEGE OF CHOICE FOR THE SOUTH BAY.

STUDENT SUCCESS

SWC will promote a culture of academic success by creating a safe and supporting environment that enables students to achieve their educational goals.

COLLEGE OBJECTIVES

1. Create a climate of confidence in commitment to equity, diversity and inclusiveness.
2. Implement timely and transparent process to assure a student's right to a safe environment.
3. Implement interventions that will strengthen student success.
4. Increase student completion rate 50%.

RELATED TASK(S)	ACTION STEPS	OUTCOME(S)
2.1 Make presentations to various organizations in the communities the college serves.	<p>The Superintendent/President will circulate a periodic list of opportunities for community engagement with a calendaring system that helps Board members participate in opportunities that most benefit the College, consistent with Board members' schedules.</p> <p>Staff will invite the Board members to college events to acquaint Board members with college activities,.</p> <p>Staff will develop materials emphasizing student opportunities to support Board members' participation in community presentations.</p>	An increased number of formal presentations by the Board over the previous year; increased Board members' engagement in the community.
2.2 Conduct a forum to which community members are invited to receive an update on college progress.	Staff will plan one or more community forums hosted by the Board.	Increased awareness of college information and successes.

BOARD PRIORITY #3

SET HIGH EXPECTATIONS FOR STUDENT ACCESS, EQUITY, AND SUCCESS FOR SOUTHWESTERN COLLEGE STUDENTS AND THE COMMUNITY.

STUDENT SUCCESS

SWC will promote a culture of academic success by creating a safe and supporting environment that enables students to achieve their educational goals.

COLLEGE OBJECTIVES

1. Create a climate of confidence in commitment to equity, diversity and inclusiveness.
2. Implement timely and transparent process to assure a student's right to a safe environment.
3. Implement interventions that will strengthen student success.
4. Increase student completion rate 50%.

BOARD RELATED TASKS	ACTION STEPS	OUTCOME(S)
3.1 Set expectations and parameters for modifications to the current enrollment management plan.	The Board will participate in a workshop to understand enrollment management and provide direction to the Superintendent/President on the Board's expectations in an enrollment management plan.	Improved capture rates from high schools, improved student retention, student completion and success.
3.2 Monitor the effectiveness of strategies designed to promote enrollment growth.	The Superintendent/President will work with the Board to establish reports that provide the enrollment information desired by the Board.	Increased awareness of enrollment status by the Board; adopts policies that support effective enrollment strategies, as needed.

BOARD PRIORITY #4

CREATE A SAFE ENVIRONMENT FOR STUDENTS AND SUPPORT ECONOMIC SECURITY FOR STUDENTS TO THE EXTENT POSSIBLE.

STUDENT SUCCESS

SWC will promote a culture of academic success by creating a safe and supporting environment that enables students to achieve their educational goals.

COLLEGE OBJECTIVES

1. Create a climate of confidence in commitment to equity, diversity and inclusiveness.
2. Implement timely and transparent process to assure a student's right to a safe environment.
3. Implement interventions that will strengthen student success.
4. Increase student completion rate 50%.

BOARD RELATED TASKS	ACTION STEPS	OUTCOME(S)
<p>4.1 Support the establishment, and monitor programs and services that ensure a safe environment for students to meet their educational goals.</p>	<p>The Board will review and approve policies, procedures, and practices regarding training provided for employees that ensure to the maximum extent possible, the safety and protection of students (from crime, harassment, bullying, retaliation, discrimination or targeting on the basis of ethnicity, religion, immigration status, sexual orientation, gender identification, etc.) and recommend changes, if appropriate.</p> <p>Staff will provide a report on the extent to which employees are trained in implementation of Board policies and resolutions related to providing student safety and security (including, but not limited to, protection of students from targeting based on religion or immigration status).</p> <p>In conjunction with facilities planning, the Superintendent/President will investigate options for providing students with spaces that facilitate safety and well-being through design, through ready access to resources helpful to vulnerable students, and through promoting physical, emotional and spiritual well-being.</p>	<p>Improved policies and procedures that promote student safety.</p> <p>Enhanced Board awareness of College safety and security.</p> <p>Enhanced Board monitoring of safety and security, including the annual crime statistics reports.</p> <p>Participation in effective emergency planning and procedures.</p> <p>Plan developed for adequate police resources to protect student safety.</p> <p>Promotion of student-police awareness and relations.</p>
<p>4.2 Support the establishment, and monitor programs and services that support economic security of students.</p>	<p>The Superintendent/President will share with the Board a listing of programs and services that promote economic security for students.</p>	<p>Implemented recommendations from the administration, Academic Senate and Associated Student Organization for supporting student learning and success.</p>

BOARD PRIORITY #5

UPHOLD EDUCATIONAL VALUES AND STRATEGIES THAT SUPPORT STUDENT LEARNING IN ALL BOARD DELIBERATIONS.

TEACHING AND LEARNING:

SWC will provide excellent instruction and develop a culture of independent thinkers and learners.

COLLEGE OBJECTIVES:

1. Provide support to promote excellence of instruction.
2. Design and implement relevant professional development to improve teaching and learning.
3. Integrate cultural competency in our learning environment for students.
4. Identify intersegmental teams and align curriculum that facilitates and contributes to students' completion.
5. Sustain planning, implementation and evaluation of Student Learning Outcomes.
6. Develop a viable and timely course evaluation system.

BOARD RELATED TASKS	ACTION STEPS	OUTCOME(S)
5.1 Monitor and reflect on student progress.	The Superintendent/President will establish and schedule reports to the Board on student progress, as categorized in the Scorecard.	Review and discuss reports on all aspects of student learning, including the Student Success Scorecard data, Student Equity Plan, and others.
5.2 Support the establishment, and monitor programs and services that support economic security of students.	The Superintendent/President will share with the Board a listing of programs and services that promote economic security for students.	Implemented recommendations from the administration, Academic Senate and Associated Student Organization for supporting student learning and success.
5.3 Support the efforts of our faculty, staff, and administrators to achieve the highest quality teaching and learning.	Support initiatives, such as Guided Pathways, culturally responsive teaching strategies, etc., that support student learning.	Achievement gap closed; increased transfer, completions, and students obtaining gainful employment.

BOARD PRIORITY #6

LEAD THE ECONOMIC, WORKFORCE, AND COMMUNITY DEVELOPMENT FOR THE SOUTH BAY.

ECONOMIC, WORKFORCE, AND COMMUNITY DEVELOPMENT

SWC will contribute to the region's economic revitalization through resources that support the expansion of local business and industry and by expanding programs that generate new and vital workforce and business development opportunities for students and community.

COLLEGE OBJECTIVES

1. Strengthen consultation and collaboration with business, communities, and labor.
2. Update a Career Technical Education, Continuing Education, Economic, Workforce and Community Development plan.
3. Evaluate Career Technical Education to meet workforce and employer needs.
4. Increase educational programs that support community wellness.

BOARD RELATED TASKS	ACTION STEPS	OUTCOME(S)
6.1 Initiate, support, and monitor college participation in workforce and economic development activities, including programs that address career pathways.	The Superintendent/President will provide a status report to the Board on college engagement in workforce and economic development activities.	Increased partnerships with business and industry, resulting in greater career opportunities for students.

BOARD PRIORITY #7

FOSTER A CLIMATE OF RESPECT, TRUST, AND OPENNESS.

HUMAN RESOURCES

SWC will recruit, hire and train qualified and diverse staff, faculty, and administrators, demonstrating its commitment to providing an equitable and inclusive environment which supports professional growth and academic success of all employees and students.

COLLEGE OBJECTIVES

1. Strengthen an environment of equity, diversity and inclusion.
2. Increase professional development for staff at all levels.
3. Update hiring policies and procedures to achieve a diverse college workforce that reflects the community.
4. Update employee evaluation process and implement on 3-year cycle.

BOARD RELATED TASKS	ACTION STEPS	OUTCOME(S)
7.1 Communicate and model Board leadership in conducting the business of the college and moving the college forward.	The Board will approve and follow positive behaviors developed at annual retreat.	The Board's 2017-18 evaluation results will reflect effective Board leadership.
7.2 Expect, discuss, enact and support human resources policies and practices to ensure they are fair, equitable, and effective.	The Superintendent/President will engage in regular communication with the Board about the status of changes in human resources policies and activities, and the Board will keep the Superintendent/President apprised of important issues from their perspective.	Increased awareness by the Board on progress; Board makes policy and other decisions as needed to ensure human resources policies and practices work in support of the college mission.
7.3 Enact, support, and monitor programs and activities designed to strengthen equity, diversity, and inclusion.	<p>The Superintendent/President will apprise the Board of programs, activities, services and specific outcomes employed to support this task.</p> <p>The Superintendent/President will review with the Board policies and procedures related to this task.</p>	<p>Board-approved policies and procedures in support of this task.</p> <p>Increased campus community awareness that all employees and students are supported in advancing the mission.</p> <p>Increased ethnic, gender, and age diversity among employees that more closely reflects the diversity of the student population.</p>

BOARD PRIORITY #8

ESTABLISH A STRONG WORKING RELATIONSHIP WITH THE SUPERINTENDENT/PRESIDENT.

ORGANIZATIONAL EFFECTIVENESS

SWC will provide effective implementation of organizational goals/strategies by cultivating and sustaining processes, systems and culture that supports optimal organizational structure, capacity and capability. SWC will meet the evolving needs of students, faculty, staff and community in support of an innovative learning environment.

COLLEGE OBJECTIVES

1. Design an annual strategic planning assessment tool that provides analysis of institutional achievement that is data driven.
2. Utilize an electronic format for program review reporting and tracking of achievement outcomes.
3. Assess organizational structure to determine maximum utilization of space and services.
4. Design a process that tracks and analyzes strategic planning and budget development.

BOARD RELATED TASKS	ACTION STEPS	OUTCOME(S)
8.1 Maintain a strong partnership with the Superintendent/President by providing ongoing support and practicing open and regular communication.	The Superintendent/President will establish a schedule that complies with the Brown Act for meeting separately with trustees.	Each Board member will meet regularly with the Superintendent/President to encourage positive relationships.
8.2 Work effectively with the Superintendent/President to ensure progress continues toward college goals and priorities and that the roles of Superintendent/President and Board are honored.	The Board will adhere to the positive behaviors developed at their annual retreat. Administrative support will be provided for the Board in fulfilling their responsibilities.	Mutual support of the respective roles of the Superintendent/President and the Board members. Enhanced administrative support for the Board to assist them in promoting the college in the community, preparing for meetings and public appearances, and fulfilling their duties.

BOARD PRIORITY #9

MAINTAIN ACCREDITATION REAFFIRMED STATUS.

ORGANIZATIONAL EFFECTIVENESS

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3. Assess organizational structure to determine maximum utilization of space and services.
4. Design a process that tracks and analyzes strategic planning and budget development.

BOARD RELATED TASKS	ACTION STEPS	OUTCOME(S)
9.1 Expect that systems and operations that foster a culture of continuous improvement be institutionalized.	The Superintendent/President will establish a process to ensure the Board is apprised of its role and responsibilities regarding accreditation of the college.	Reports that monitor the implementation of such systems received.