Southwestern College Strategic Plan 2016-2019

Our Message

STUDENTS FIRST!

We are pleased to present Southwestern College's 2016-2019 Strategic Plan. This document represents our college's future through its strategic priorities, goals and objectives that provide a three-year direction focusing upon strengthening our core functions and meeting emerging challenges. In these dynamic times of transformational change, our Strategic Plan helps our institution respond to extraordinary opportunities that help to sustain an innovative learning environment for our students as well as provide an exceptional college experience.

Input and dialog from a broad-base constituency of faculty, students, staff and community members were central to our strategic planning process. This collaborative effort has produced a Strategic Plan that informs all annual operation plans, is built upon Program Review, and its context is used for acquiring and distributing financial resources at Southwestern College (SWC). The Strategic Plan's framework is consistent with prior institutional strategic plans and represents a continuum of effort that builds upon the success of past institutional planning. Our College District's mission serves as the inspiration for the 2016-2019 Strategic Plan and remains at the heart of institutional dialog, shared planning and decision making and continuous improvement. The SWC planning cycle is cyclical, comprehensive and continuously evaluated for program improvement and institutional effectiveness.

The Shared Consultation Council (SCC) serves as the College District's primary shared planning and decision-making body. The SCC represents all College District constituencies and has a voice in identifying, reviewing and addressing College District needs and priorities through its standing committees. Our planning process is founded upon a variety of information and data that help to provide the context for developing future strategic direction for Southwestern College.

Andrew Rempt, M.A.
Shared Consultation Council Co-Chair
Academic Senate President,
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Robert P. Deegan
Shared Consultation Council Co-Chair
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Mission & Values

MISSION STATEMENT

Southwestern Community College District, the only public institution of higher education in southern San Diego County, provides services to a diverse community of students by providing a wide range of dynamic and high quality academic programs and comprehensive student services, including those offered through distance education. The College District also stimulates the development and growth of the region through its educational, economic and workforce opportunities, community partnerships and services.

Southwestern Community College District promotes student learning and success and prepares students to become engaged global citizens by committing to continuous improvement that includes planning, implementation and evaluation. The College District provides educational opportunities in the following areas: associate degree and certificate programs, transfer, professional, technical, and career advancement, basic skills, personal enrichment and continuing education.

INSTITUTIONAL VALUES

- **Mutual respect** – to treat one another with respect, dignity, trust, and fairness, appreciating the diversity of our community, students, and work force, in a collegial and cooperative manner
- **Shared planning and decision-making** – to engage in a collaborative process in which creative thinking, ideas and perspectives contribute to the well-being of the entire College community
- **Integrity** – to say what we mean, to deliver what we promise, to fulfill our commitments, and to stand for what SWC values
- **Accountability** – to assume responsibility for our College's future as stated in our mission and goals
- **Cultural competence and commonality** – to positively engage our College community in developing a deep appreciation of and collegiality among all cultures
- **Scholarship and love of learning** – to foster and pursue one's curiosity and passion to seek knowledge and gain deeper understanding
- **Critical inquiry and thinking** – to nurture intellectual exploration and develop the analytical skills to problem-solve in new situations throughout life
- **Life-long learning** – to inspire a vital and imaginative learning environment
- **Practical and responsive** – to provide practical educational experiences

Institutional Priorities, Goals and Objectives

Students First

PRIORITY: STUDENT ACCESS

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

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

PRIORITY: STUDENT SUCCESS

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

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%

PRIORITY: TEACHING AND LEARNING

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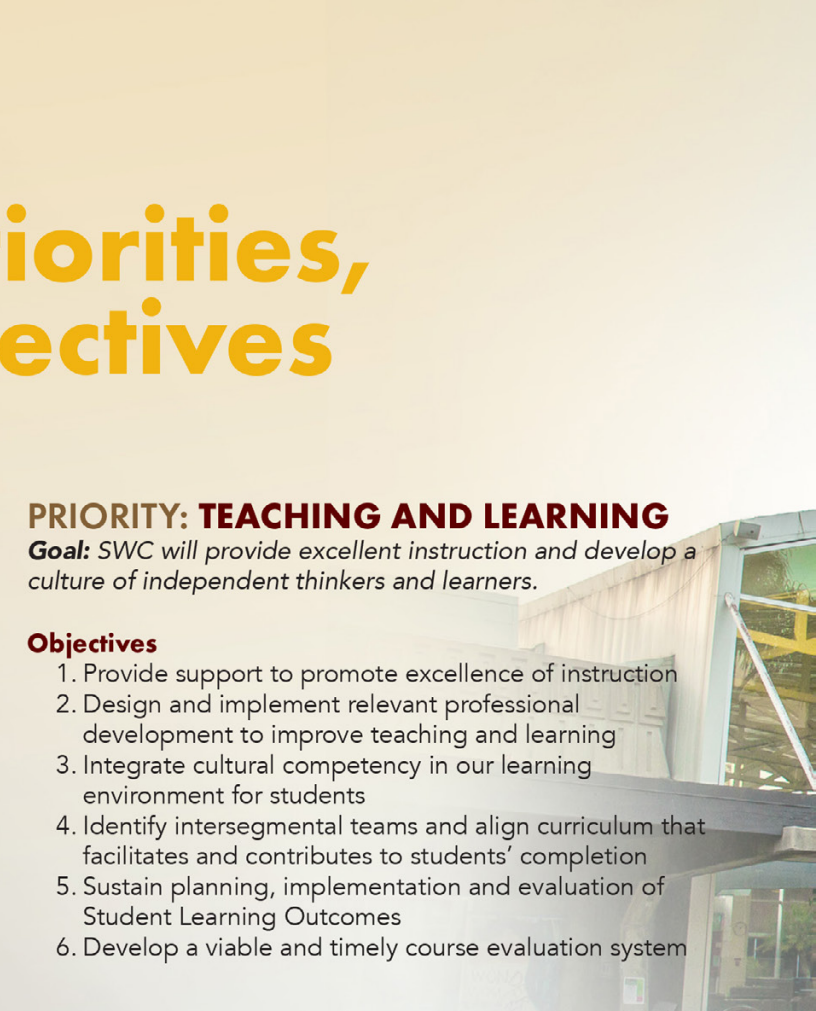
Objectives
1. Provide support to promote excellence of instruction
2. Design and implement relevant professional development to improve teaching and learning
3. Integrate cultural competency in our learning environment for students
4. Identify intersegmental teams and align curriculum that facilitates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

PRIORITY: ECONOMIC, WORKFORCE AND COMMUNITY DEVELOPMENT

Goal: 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.

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

Student Centered Environment

PRIORITY: **HUMAN RESOURCES**

Goal: 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.

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

PRIORITY: **PHYSICAL AND FINANCIAL RESOURCES**

Goal: 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 meet the evolving needs of all students, faculty, staff and community in support of an innovative learning environment.

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 Educational Master Plan and the Facilities Master Plan
5. Sustain financial independence by maintaining sound internal controls over financial and operational functions

PRIORITY: **ORGANIZATIONAL EFFECTIVENESS**

Goal: 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.

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

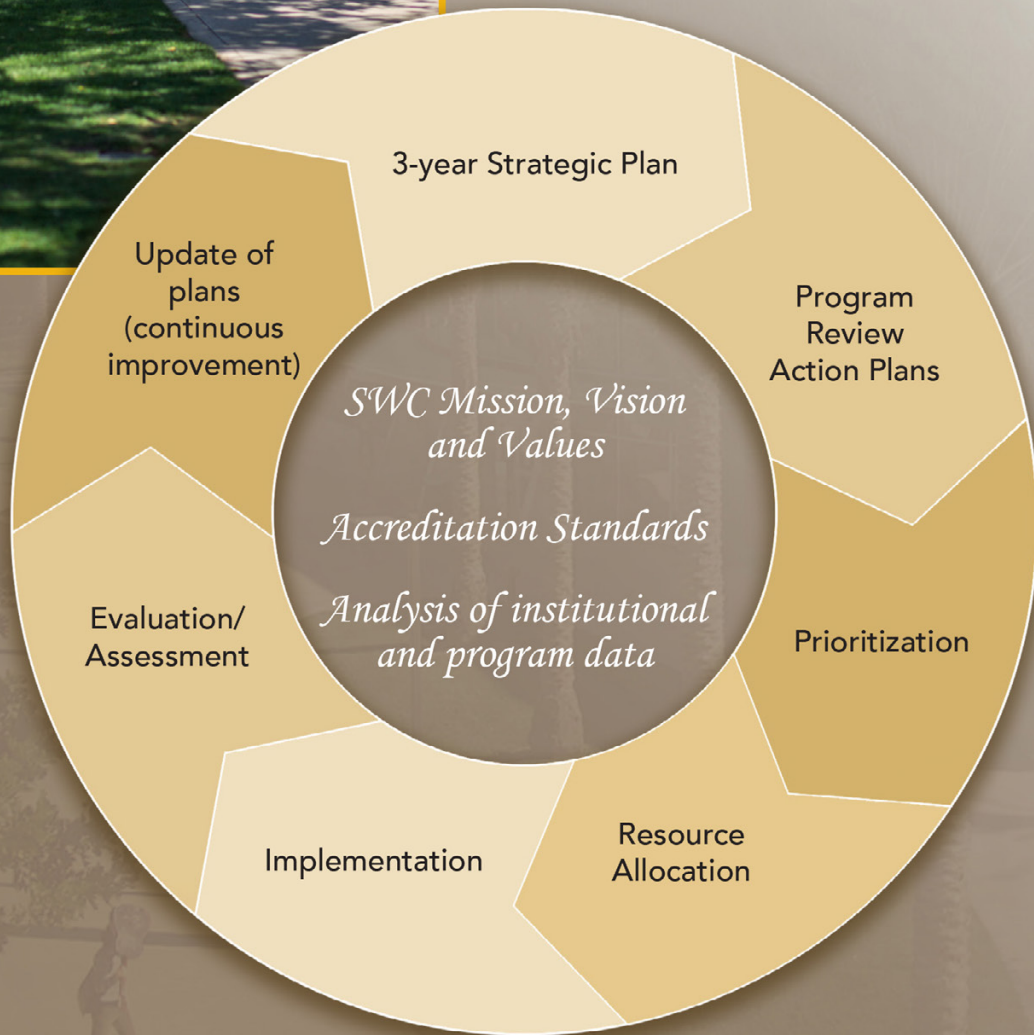## PRIORITY: **INSTITUTIONAL TECHNOLOGY AND RESEARCH**

Goal: SWC will meet current and anticipated technology needs required to support and enhance the educational and workplace experience.

Objectives

1. Identify software and technologies that support MIS tracking and student success
2. Create research and evaluation timelines for institutional reports
3. Implement institution-wide processes for requesting, evaluating, prioritizing and managing technology projects
4. Design and deploy a network infrastructure to provide a flexible and integrated delivery of services
5. Improve IT processes to provide effective user support services
6. Identify and deliver technology needs to improve instructional services

Integrated Planning

3-year Strategic Plan

Program Review Action Plans

Update of plans (continuous improvement)

SWC Mission, Vision and Values

Accreditation Standards

Analysis of institutional and program data

Prioritization

Evaluation/ Assessment

Implementation

Resource Allocation

Evaluate

Plan

Implement

SWC

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