

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

themes	objectives
Image building	By Spring 2017, create a "Students First!" environment that is welcoming, inclusive and accessible
Strengthen Educational Partnerships	By Fall 2017, strengthen partnerships with secondary school districts & universities to streamline student access within the educational pipeline
Enhance Online Access	By Fall 2016, enhance on-line access through use of technology
Instructional Interventions	By Fall 2016, implement instructional interventions that will strengthen student success
Community Engagement	By Fall 2018, SWC will increase awareness of existing educational programs, SWC higher education centers, community services, and facilities available to the public and identify/ develop other potential areas for community engagement

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

themes	objectives
Increase Completion Rates	By 2018, SWC will increase our student completion rate by 6.02% points, bringing the SWC Scorecard Completion rate to 49.9%
Equity and Inclusiveness	By Fall 2017, SWC will create a climate of confidence in the institution's commitment to equity and inclusiveness
Safety	By Fall 2016, SWC will implement a responsive and clear process to assure a student's right to a safe environment

Priority: Teaching and Learning

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

themes	objectives
College wide support of Teaching and Learning	By Fall 2019, divisions/units across all areas of the campus will provide necessary support promoting excellence of teaching or instruction within the college learning environment
Evaluation and Streamlining of Discipline/Course Offerings	By Fall 2018, develop and implement a discipline/course evaluation system that provides students with timely and appropriate educational offerings
Professional Development	By Fall 2018, the College will design and implement professional development programs for face-to-face and distance education to 80% faculty to improve teaching and learning By Fall 2018, Students, faculty and staff will integrate cultural competency in the creation of an effective and supportive learning environment for students, resulting in 6% increase in retention and persistence within three years
Promotion of Instructional Collaboration	By Fall 2017, SWC will create and implement intersegmental teams across all disciplines to facilitate curriculum alignment and strengthen students' progression through college level work
Student Learning Outcomes	Sustain ongoing use of course, program, and institutional student learning outcome assessment to support innovation in teaching methodology, integrated planning, and, most importantly, student learning and achievement

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

theme	objectives
EWCD Committee & EWCD Plan	By December 2018, Southwestern College will develop, implement, and increase awareness of the Economic, Workforce and Community Development plan
Optimize CTE Pathways	By December 2017, SWC will evaluate current CTE program/course offerings and make evidence-based recommendations to better align curriculum with current and forecasted workforce and employer needs
Community Well-Being	By Fall 2018, subject-related programs to align with wellness in support of a healthy community
Renewal Process	By Fall 2016, establish and implement feedback/on-going/mutual consultation with business/industry and labor/education/private and public sector and internal

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

themes	objectives
Campus Climate/Morale	By Fall 2016, an environment of respect, equity, diversity and inclusion will be established and sustained through staff training, recruitment/hiring, decision-making and evaluation.
Diverse & Competent Workforce	By Fall 2017, create a workforce profile that more closely reflects the student body and community by improving its recruitment and hiring process to remove barriers in order to create a diverse workforce. By Fall 2018, review and revise one third of policies and procedures each year related to hiring in order to achieve a diverse and highly competent workforce.
Professional Development Program	By Fall 2016, implement a comprehensive staff development program that includes faculty and staff educational offerings

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

themes	objectives
Budget Development	By the 2016-17 budget cycle, the College will design and implement a transparent budget development process that is clearly aligned with the integrated planning cycle
External Funding Sources	By 2016, create an external funding plan that establishes revenue stream increasing funding by 50% of 2015 baseline total
Facilities	By 2016, develop and implement an efficiency evaluation system for existing facilities By 2018, develop and construct new facilities based on the Education Master Plan and the Facilities Master Plan
Fiscal Independence	By 2018, SWC will sustain financial independence by maintaining sound internal controls over all financial and operational functions and will be evidenced by continued unqualified external audit opinions issued by an independent certified public accounting firm

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

themes	objectives
SWC Strategic Plan: A Living Document	By March 2016, design and implement a strategic planning assessment tool/model that provides institutional achievement analysis on an annual basis
Assessment of Organizational Structure & Leadership Development	By June 2018, develop and implement an assessment of organizational structure in order to ascertain maximum utilization of space and services
Accountability of Organizational Performance	By Fall 2017, Program Review will be conducted utilizing an electronic/on-line format for report development and tracking achievement outcomes
Strengthen Relationship of Strategic Planning & Budget Development	By August 2017, Strategic Planning Committee and Budget Committee, in consultation with Shared Consultation Council, design and implement process that track and analyze strategic planning and budget development
Sustaining State-of-the-Art Assessment Systems	By Fall 2018, the College will have researched and invested in electronic college-wide evaluation systems to provide state of the art and user-friendly assessments to support college- and state-wide educational initiatives

Priority: Institutional Technology and Research

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

themes	objectives
Project prioritization & management	By July 2016, implement an institution-wide structure to standardize the processes for requesting, evaluating, prioritizing and managing IT projects using a collaborative effort between IT and departments requesting projects and administration
Instructional Technology	By Spring 2018, identify technology needs and potential sources of funding for these technologies to improve instructional services, including Distance Education
Student Services Technology	By Fall 2016 identify and allocate funds for software and technologies that support MIS tracking and student success across the campus
Leveraging Data & Research	By Fall 2016 create research and evaluation timelines for institutional reports regarding programs and services in collaboration with units/divisions
Network Infrastructure	By July 2016, Institutional Technology will design and deploy a robust Application and Network infrastructure to provide a flexible and integrated environment for delivering improved resources and services to faculty, staff, and students
Technology Services	By July 2016, Institutional Technology will deploy the tools, processes, and procedures needed to establish improved IT service management for the helpdesk, desktop support, and classroom related services that will result in more effective and efficient service and support for staff and faculty