

2012-15 Strategic Priorities, Goals, and Objectives

Strategic Priority	Institutional Goals	Institutional Objectives
Teaching and Learning	A. SWC will provide excellent instruction and develop a culture of independent thinkers and learners.	1. Develop and implement a professional development program for instructors teaching via distance education to enhance consistent quality of instruction 2. Develop and implement a plan for infusing critical thinking into all aspects of the student experience
Student Access	A. SWC will promote a student-centered climate that provides equal access to educational achievement through collaboration that values diversity.	1. Explore alternative scheduling options to increase access to growing populations 2. Promote the Higher Education Centers as critical access points in the communities served by the College District 3. Increase student access through the use of technology (e.g., interactive website, online support services, etc.)
Student Success	A. SWC will promote a culture of academic success by creating a safe and supportive environment that enables students to achieve their educational goals.	1. Promote student success by increasing retention, persistence, and completion 2. Enhance instruction, student support services, and operational effectiveness by fostering cultural competency 3. Promote student success by providing parallel student and instructional support services for online students as are available for students who attend classes on campus
Economic, Workforce and Community Development	A. SWC will contribute to the region's economic revitalization through resources that support the expansion of local business & industry and by expanding programs that generate new & vital workforce and business development opportunities for students and community.	1. Implement & maintain a College-wide Workforce and Business Development (WBD) Plan that promotes current SWC programs supporting economic, workforce and community development efforts and to identify new and emerging opportunities 2. Support the creation, retention, and expansion of business and industry to contribute to the revitalization of our local economy 3. Increase Cooperative Work Experience Education program (CWEE) and service learning practicum, internships & other related opportunities between SWC, regional Industry & Business.
Organizational Effectiveness	A. 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. B. SWC will meet the evolving needs of students, faculty, staff and community in support of an innovative learning environment.	1. Promote and sustain a culture of evidence based on data-driven decisions that support continuous improvement efforts and student success 2. Support, promote and sustain shared planning and decision-making through the Shared Consultation Council as the central point of constituency review and approval of institutional infrastructure processes 3. Review and update College District policies and approve procedures for such policies with full constituency input

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Institutional Technology and Research	A. SWC will meet current and anticipated technology needs required to support and enhance the educational and workplace experience.	1. Increase the integration of information technology systems needed for instruction, student support, online learning, operations, research, auxiliary services and security. 2. Upgrade the network infrastructure district-wide, including wireless and Wide Area Networks, to better serve the needs of academic, student and administrative services. 3. Support the development of the Office of Institutional Effectiveness for increased availability of data, research, and grants as well as improved institutional planning.
Physical and Financial Resources	A. 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. B. 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.	1. Establish and provide financial information systems that are transparent and easily accessible in support of the budget development process 2. Maximize utilization of existing facilities and develop new facilities based on ever-changing student learning needs, emerging technologies, Governing Board goals and the SWC Strategic Plan
Human Resources	A. 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.	1. Develop and implement a system that allows full participation for faculty and staff in order to support internal processes and integrated planning 2. Create and sustain a culture of inclusion at SWC that supports the charge of the Diversity and Equity Committee as well as promotes trust, respect and collaboration