



SOUTHWESTERN COLLEGE
GOVERNING BOARD
GOALS 2018–2019

BOARD GOAL #1

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

STRATEGIC PLAN PRIORITIES
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 meet 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 TASK(S)	ACTION STEP(S)	OUTCOME(S)
1.1 Monitor closure of Measure R and initiate implementation of Measure Z.	Review Measure Z plans early enough to consider changes and receive input from the community and representative committees in a timely manner. Review quarterly expenditure reports and annual reports.	Both projects will move along according to plans and the Board will be informed as to progress on a regular basis.
1.2 Monitor that systems are in place to provide Board oversight, ensuring the construction program is well managed, assures efficiency, limits overspending, and is in compliance with Measures R and Z.	Approve the system developed to ensure Board oversight of Measure Z and review project lists and reports on a regular basis.	Bond programs will be well managed, on schedule, and within budget.
1.3 Monitor implementation of Project Labor Agreement (PLA) to ensure progress on local hiring provisions.	Review reports on progress and make recommendations as needed.	Progress will be made in local hires for work on college bond projects.

BOARD GOAL #2

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

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.

STRATEGIC PLAN OBJECTIVES

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 percent.

BOARD RELATED TASK(S)	ACTION STEP(S)	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 GOAL #3

IMPLEMENT AND EXCEED THE STATE'S VISION FOR SUCCESS GOALS ON ACCESS, EQUITY, AND SUCCESS FOR SOUTHWESTERN COLLEGE STUDENTS.

STRATEGIC PLAN PRIORITIES 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 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 percent.

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.

BOARD RELATED TASK(S)	ACTION STEP(S)	OUTCOME(S)
3.1 Monitor progress on the five Vision for Success goals.	Review historical and baseline data and plans on achieving each goal.	Board and college are aware of gaps and plan for achieving goals by 2022.

VISION FOR SUCCESS GOALS

- Increase by at least **20 percent** the number of California Community College (CCC) System students annually who acquire associates degrees, credentials, certificates or specific skill sets that prepare them for an in-demand job.
- Increase by **35 percent** the number of CCC students transferring annually to a University of California (UC) or California State University (CSU).
- Decrease the average number of units accumulated by CCC students earning associate's degrees from approximately 87 total units (the most recent system-wide average) to 79 total units—the average among the quintile of colleges showing the strongest performance on this measure.
- Increase the percent of exiting Career Education students who report being employed in their field of study.
- Reduce equity gaps across all of the above measures through faster improvements among traditionally underrepresented student groups, with the goal of cutting achievement gaps by 40 percent within five years and fully closing those achievement gaps within 10 years.
- Reduce regional achievement gaps across all of the above measures through faster improvements among colleges located in regions with the lowest educational attainment of adults, with the ultimate goals of fully closing regional achievement gaps within 10 years.

BOARD GOAL #4

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

STRATEGIC PLAN PRIORITIES 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 percent.

BOARD RELATED TASK(S)	ACTION STEP(S)	OUTCOME(S)
<p>4.1 Support the establishment and monitoring of 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 based on 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 (1) design, (2) ready access to resources helpful to vulnerable students, and (3) 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 Advocate at local, state and federal levels for issues impacting students, including transportation, food insecurity, and housing.</p>	<p>Meet with public officials and other decision-makers to gain support of issues.</p>	<p>Implemented recommendations from the administration, Academic Senate and Associated Student Organization for supporting student learning and success.</p>

BOARD GOAL #5

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

STRATEGIC PLAN PRIORITY 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 TASK(S)	ACTION STEP(S)	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 Assembly Bill 705 data.
5.2 Support the efforts of 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 GOAL #6

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

STRATEGIC PLAN PRIORITY 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.	Review reports on college engagement in workforce and economic development activities.	Increased partnerships with business and industry, resulting in greater career opportunities for students.
6.2 Advocate for and support apprenticeship partnerships and educational opportunities and support for students in such programs.	Review status reports on progress. Meet with appropriate individuals to urge participation.	Apprenticeship partnerships increase.

BOARD GOAL #7

ACHIEVE ORGANIZATIONAL EFFECTIVENESS, BY FOSTERING A CLIMATE OF RESPECT, TRUST, INCLUSIVENESS AND OPENNESS.

STRATEGIC PLAN PRIORITY 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 three-year cycle.

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 TASK(S)	ACTION STEP(S)	OUTCOME(S)
7.1 Establish a strong working relationship with the Superintendent/President.	The Board will adhere to the communication protocol reviewed at their annual retreat.	The Board's 2017–18 evaluation results will reflect effective Board leadership. Mutual support of the respective roles of the Superintendent/President and the Board members.
7.2 Expect that systems and operations that foster a culture of continuous improvement be institutionalized.	Stay abreast of accreditation requirements and the Board's role in same. Ensure that accreditation reaffirmation status is maintained.	Reaffirmed Accreditation.
7.3 Maintain fiscal stability.	Set expectations and parameters for indicators for the new funding formula.	Balanced Budget and plan to adjust to funding formula changes.
7.4 Enact, support, and monitor programs and activities designed to strengthen equity, diversity, and inclusion.	The Superintendent/President will apprise the Board of programs, activities, services and specific outcomes employed to support this task. The Superintendent/President will review with the Board policies and procedures related to this task.	Board-approved policies and procedures in support of this task. Increased campus community awareness that all employees and students are supported in advancing the mission. Increased ethnic, gender, and age diversity among employees that more closely reflects the diversity of the student population.
7.5 Expect and support 21 st century technology	How will we support 21 st century Technology?	Increase programs and courses that align to industry needs.