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Southwestern College Strategic Plan 2021–2025



STUDENT ACCESS

GOAL 1:

Improve student access to higher education

Objectives:

1A:

Support student access initiatives in the Vision for Success, Jaguar Pathways and Student Equity Plan, with a focus on groups experiencing disproportionate impact in enrollment

1B:

Build a sustainable base of enrollment by prioritizing resources for programs and services that maximize the number of:

- Students who enroll after applying to SWC
- Students who concurrently enroll in high school or adult school and SWC
- Students who enroll in Career Education and/or Continuing Education courses and programs at SWC
- International and cross-border students who enroll at SWC

1C:

Support the continued development and implementation of initiatives focused on strengthening student outreach, enrollment management, and career exploration

1D:

Provide student support services that minimize barriers to application and enrollment

1E:

Develop and implement strategies and activities that increase potential students' connection to SWC and awareness of available educational opportunities.

STUDENT SUCCESS

GOAL 2:

Increase students' attainment of their educational goals

Objectives:

2A:

Support student success initiatives in the Vision for Success, Jaguar Pathways and Student Equity Plan, with a focus on groups experiencing disproportionate impact in retention, completion, or transfer

2B:

Prioritize resources for programs and services that maximize the number of:

- Students who acquire an associate degree, or Chancellor's Office approved credit or noncredit certificate
- Students who transfer to a four-year institution
- Students who attain professional, technical and career advancement skills

2C:

Continue providing programs and services that promote and support students completing transfer-level math and English in their first academic year

2D:

Support the review of workforce development programs and services to meet changing regional needs and promote living wage career opportunities

TEACHING AND LEARNING

GOAL 3:

Deliver quality instruction that ensures learning and develops engaged life-long learners/global citizens

Objectives:

■ 3A:

Prioritize resources and tools to support faculty in developing and delivering quality instruction that improves course outcomes and eliminate equity gaps

■ 3B:

Expand participation by faculty, classified professionals, and management in professional development that supports student engagement, success and equity

■ 3C:

Support the continuing development and implementation of outcomes assessment, focusing on use of disaggregated data improve student learning and achievement and organizational efficiency and effectiveness



ECONOMIC, WORKFORCE, AND COMMUNITY DEVELOPMENT

GOAL 4:

Increase regional community economic success, preparedness to compete in a globally competitive environment, and connectedness to SWC

Objectives:

■ 4A:

Provide expanded consultation and collaboration services to small businesses in support of regional economic development, entrepreneurship, and employment opportunities

■ 4B:

Leverage SWC's workforce development programs and services to prepare students for living wage jobs in a fast-changing and innovative economy

■ 4C:

Expand community partnerships with business, industry, educational entities and government agencies

■ 4D:

Prioritize marketing, public relations, and outreach practices that effectively communicate the advantages of pursuing education at SWC, the benefits SWC provides to the region, and the achievements of SWC students and alumni

INSTITUTIONAL EFFECTIVENESS

GOAL 5:

Increase effectiveness of District operations to support diversity, equity, inclusion, and success of students and employees

Objectives:

■ 5A:

Cultivate an inclusive, equity-focused, and anti-racist district culture

■ 5B:

Prioritize and plan for the capital needs of continuing to improve SWC's infrastructure, with an emphasis on technology, physical learning environments, and accessibility requirements

■ 5C:

Optimize course scheduling to maximize full-time equivalent student to full-time equivalent faculty efficiency while meeting student needs

■ 5D:

Focus budget processes on ensuring short- and long-term fiscal stability of the District while prioritizing equity outcomes for students and supporting employees

■ 5E:

Build SWC's capacity for attracting alternative sources of revenue through the coordination of efforts related to grant development, economic program development, fee based courses and programs, partnerships for cost sharing, and fees for services provided



For more information visit:

swccd.edu/administration/institutional-research-and-planning/strategic-plan/index.aspx