



Southwestern College

Strategic Plan 2030



Southwestern College Strategic Plan 2030

The Southwestern College (SWC) Strategic Plan 2030 translates the long-term direction of the Educational Vision Plan (EVP) 2030 into focused institutional priorities and measurable objectives for the next four years. Through five EVP-aligned priorities, the plan reaffirms our core commitments to increase student access and success, deliver high-quality instruction, expand economic and workforce development, and improve institutional effectiveness, while advancing equity, inclusion, and belonging for students, employees, and the communities we serve.



Priority 1 Strengthen the Non-Transfer Ecosystem

To strengthen career pathways that prepare students for employment and wage mobility through workforce alignment, with a focus on Career Education (CE), Noncredit Career Development and College Preparation (CDCP) programs, local associate degrees and certificates, and CE-aligned dual enrollment. The emphasis is on programs designed for direct living-wage employment and includes exploring binational partnerships that support regional workforce needs.



Objectives

- 1A. Enhance CE-aligned Dual Enrollment and Middle College programs to create clear, seamless pathways into CE programs or careers.
- 1B. Improve student persistence and completion in CE, CDCP, and local career-focused programs through stackable credentials, program maps, strategic scheduling and enrollment management, career-informed counseling, and milestone interventions.
- 1C. Expand and integrate work-based learning experiences (apprenticeships, internships, clinical placements, etc.) to improve completion and employment outcomes.
- 1D. Develop and promote pathways that lead to living-wage employment and career mobility in local high-demand industry sectors.
- 1E. Strengthen supports that enable students to move between employment-focused and transfer-focused pathways efficiently and in alignment with their educational goals.

Key Metrics and Targets

- **CE Fall-to-Spring Persistence:** $\geq 70\%$ by 2028 (Baseline: 60%)
- **CE Degrees and Certificates Awarded:** +15% by 2030 (Baseline: 1,992)
- **Work-Based Learning Opportunities (Instructional):** +15% by 2028 (Baseline: 457)
- **CE Students Earning a Regional Living Wage within One Year:** 29% by 2030 (Baseline: 26%)



Priority 2

Expand Transfer and Bachelor's Degree Attainment

To improve student transfer and local bachelor's degree completion, including associate degree attainment, through clear academic pathways, strategic partnerships, and student-centered supports that expand access to four-year opportunities within the region. The emphasis is on all programs designed for transfer or bachelor's attainment, as well as exploring binational partnerships that expand these opportunities for communities on both sides of the border.

Objectives

- 2A. Optimize academic program maps and course sequencing to reduce excess units and improve time-to-degree and transfer readiness.
- 2B. Enhance dual enrollment and early college pathways intentionally aligned with university-transfer programs to support early momentum toward degree completion.
- 2C. Increase persistence, completion and transfer through milestone-based navigation support that integrates academic advising and early interventions.
- 2D. Expand bachelor's degree programs offered by or available at Southwestern College that address regional workforce and educational needs.
- 2E. Strengthen partnerships and transfer agreements with CSU, UC, regional private and public universities, and binational partners to improve transfer efficiency and promote affordable degree completion.

Key Metrics and Targets

- **Transfers to Four-Year Institutions:** +15% by 2030 (Baseline: 1,563)
- **Associate Degree Awards:** +10% by 2030 (Baseline: 2,395) (ADT and Non-ADT)
- **Average Units to Degree:** ≤ 73 by 2030 (Baseline: 76.8)
- **Median Time to Degree:** ≤ 2.7 by 2030 (Baseline: 2.99)
- **Bachelor's Degree Program Applications:** +2 submitted by 2030





Priority 3

Advance Equitable Achievement and Learning

To continue cultivating a collaborative culture that prioritizes people, resources, and tools supporting inclusive teaching, high-quality instruction, and evidence-based institutional practices that close equity gaps and improve learning outcomes.

Objectives

- 3A. Strengthen collaboration across instructional, student services, and administrative areas to align people, resources, processes, and tools that support inclusive teaching, accessibility, and continuous improvement in learning outcomes.
- 3B. Promote digital equity and information literacy by ensuring equitable access to technology, connectivity, and skills essential for success in an increasingly digital society and workforce.
- 3C. Improve outcomes and eliminate equity gaps for students who experience barriers to success, as identified with SWC's Student Equity Plan.
- 3D. Support implementation of burden-free instructional materials and reduce barriers to learning by expanding creation, adaptation, and adoption of rigorous and substantive Open Educational Resources (OER) and Zero Textbook Cost (ZTC) courses.
- 3E. Expand culturally responsive, accessible, and high-quality instructional practices by strengthening professional learning focused on equity, inclusion, accessibility, and data-informed teaching practices.
- 3F. Broaden credit, noncredit, community education, and contract education offerings that build academic readiness, sustainability literacy, and pathways to green careers.



Key Metrics and Targets

- **Institutional Student Learning Outcomes:** Eliminate disproportionate impact by 2030 for all race/ethnic groups
- **Equity gaps:** Eliminate equity gaps identified in SWC's Student Equity Plan 2025–28
- **ZTC Sections:** +15% by 2028 (Baseline: 868)
- **Employees attendance in professional learning events related to equity and inclusion** (instructional practices): +7% by 2030 (Baseline: 1,513)
- **Headcount in sustainability-focused programs:** +10% by 2028 (Baseline: 2,151)





Priority 4

Adapt to Demographic Change and Modalities

To strengthen institutional responsiveness to demographic change by expanding flexible learning modalities, adapting services to diverse student populations, and equipping employees with the knowledge, tools, and training needed to effectively serve an evolving student community through equitable, accessible practices.

Objectives

- 4A. Increase opportunities for Competency-Based Education (CBE) to serve students who cannot participate in existing course schedules or formats, expanding flexibility, access and equitable pathways to completion.
- 4B. Expand participation in Credit for Prior Learning (CPL) to support faster achievement of educational goals and recognize college-level learning gained through work, military, or life experience.
- 4C. Provide inclusive, data-informed professional learning that builds faculty and staff capacity to support adult learners, multilingual students, and diverse populations.
- 4D. Improve use of demographic trends, employer feedback, and enrollment data to guide program development, modality planning, and course scheduling.

Key Metrics and Targets

- **CBE Students:** ≥ 10 by 2028
- **Students Receiving CPL:** ≥ 500 by 2028
- **Employees attendance in professional learning events related to equity and inclusion** (on serving diverse populations): +7% by 2030 (Baseline: 2,820)
- **Course Sections Cancelled Due to Low Enrollment:** 2.7% by 2030 (Baseline: 3.1%)



Priority 5

Build Institutional Infrastructure and Sustainability

To ensure SWC's long-term institutional effectiveness and sustainability by strengthening fiscal and technological capacity, modernizing facilities, advancing accessibility and environmental stewardship, and investing in employee development and organizational learning that promote innovation, equity, and operational excellence. This includes developing workforce systems that attract, retain, and empower employees to meet the changing needs of students and the region. The district will leverage emerging technologies, including artificial intelligence, to enhance institutional efficiency, data-informed planning, and service to students and the community.

Objectives

- 5A. Enhance the budget development process to transparently demonstrate how financial resources support equity and student success goals.
- 5B. Continue to modernize district facilities in alignment with student, employee, and community needs, as well as statewide sustainability goals identified in SWC's Facilities Vision Plan.
- 5C. Develop and implement an IT plan, along with aligned policies and procedures, that strengthen technology infrastructure to enhance instructional delivery, cybersecurity, digital equity, and responsible integration of artificial intelligence.
- 5D. Strengthen workforce systems that promote employee engagement, development, retention, and organizational resilience, including equitable recruitment and selection processes, comprehensive onboarding, leadership and succession planning, and ongoing professional learning opportunities.
- 5E. Expand institutional research and organizational effectiveness capacity to strengthen evidence-based planning, program review, and data literacy across the institution.



Key Metrics and Targets

- **Resource allocation handbook (budget development and communications):** Developed and implemented by 2028
- **Facilities Improvements:** 100% of major building projects (new construction or renovation) include documented stakeholder input that is considered during the design phase beginning in 2026 or later
- **Technology Modernization and AI Integration:** Technology plan developed and approved with identified milestones and aligned with instructional, cybersecurity, digital equity, and AI priorities by 2027
- **Employee Satisfaction:** +10% "Very Satisfied" by 2030 (Baseline: Employee Experience Survey 2026)
- **Accessible data dashboard and report training videos:** Published by 2028