

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%)