

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

