

Strategic Plan 2030 Performance Metrics

2020-21 through 2024-25 | Updated September 24, 2026

1. Strengthen the Non-Transfer Ecosystem

Strengthen workforce-aligned career pathways that lead to living-wage employment through career education, certificates, and dual enrollment, exploring binational partnerships and regional workforce needs.

Metric	2020-21	2021-22	2022-23	2023-24	2024-25	Baseline	Target
CE Fall-to-Spring Persistence	68.2%	66.6%	68.3%	67.6%	58.9%	58.9%	≥ 70% by 2028
CE Degrees and Certificates Awarded	1,524	1,635	1,654	1,780	1,992	1,992	+15% by 2030
Work-Based Learning Opportunities (Instructional)	215	284	351	398	457	457	+15% by 2028
CE Students Earning a Regional Living Wage within One Year	32.2%	32.4%	30.5%	30.7%	Not available	26%	29% by 2030

2. Expand Transfer and Bachelor’s Degree Attainment

Improve transfer and bachelor’s attainment through clear pathways, partnerships, and student-centered supports that expand regional and binational access.

Metric	2020-21	2021-22	2022-23	2023-24	2024-25	Baseline	Target
Transfers to Four-Year Institutions	1,630	1,638	1,436	1,563	1,568	1,563	+15% by 2030

Metric	2020-21	2021-22	2022-23	2023-24	2024-25	Baseline	Target
Associate Degree Awards (ADT and Non-ADT)	2,180	2,160	2,043	2,269	2,395	2,395	+10% by 2030
Average Units to Degree	77.8	78.3	76.4	76.8	76.8	76.8	≤ 73 by 2030
Median Time to Degree	3.35	3.66	3.79	3.34	2.99	2.99	≤ 2.7 by 2030
Bachelor's Degree Program Applications	0	0	0	1	0	Not specified	+2 submitted by 2030

3. Advance Equitable Achievement and Learning

Foster a collaborative culture that supports inclusive teaching, quality instruction, and equity-driven, evidence-based practices to improve student outcomes and close equity gaps.

Metric	2020-21	2021-22	2022-23	2023-24	2024-25	Baseline	Target
Institutional Student Learning Outcomes	16	29	12	19	17	Not specified	Eliminate disproportionate impact by 2030 for all race/ethnic groups
Equity gaps	19	14	12	9	6	13	Eliminate equity gaps identified in SWC's Student Equity Plan 2025-28
ZTC Sections	250	394	577	832	868	868	+15% by 2028
Employees attendance in professional learning events related to equity and inclusion (instructional practices)	Not available	Not available	Not available	Not available	1,513	1,513	+7% by 2030

Metric	2020-21	2021-22	2022-23	2023-24	2024-25	Baseline	Target
Headcount in sustainability-focused programs	1,303	1,327	1,427	1,884	2,151	2,151	+10% by 2028

4. Adapt to Demographic Change and Modalities

Enhance institutional responsiveness through flexible learning, adaptive services, and equitable practices that support a diverse, evolving student population.

Metric	2020-21	2021-22	2022-23	2023-24	2024-25	Baseline	Target
CBE Students	Not applicable	Not applicable	Not applicable	Not applicable	2	0	≥ 10 by 2028
Students Receiving CPL	Not applicable	Not applicable	2	5	343	343	≥ 500 by 2028
Employees attendance in professional learning events related to equity and inclusion (on serving diverse populations)	Not available	Not available	Not available	Not available	2,820	2,820	+7% by 2030
Course Sections Cancelled Due to Low Enrollment	Not available	Not available	Not available	Not available	3.1%	3.1%	2.7% by 2030

5. Build Institutional Infrastructure and Sustainability

Ensure long-term effectiveness through strong fiscal and technological capacity, modern infrastructure, and workforce development that supports innovation, equity, and student success.

Metric	2020-21	2021-22	2022-23	2023-24	2024-25	Baseline	Target
Resource allocation handbook (budget development and communications)	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not specified	Developed and implemented by 2028
Facilities Improvements	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not specified	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	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not specified	Technology plan developed and approved with identified milestones and aligned with instructional, cybersecurity, digital equity, and AI priorities by 2027
Employee Satisfaction	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Employee Experience Survey 2026	+10% "Very Satisfied" by 2030
Accessible data dashboard and report training videos	0	0	0	0	0	Not specified	Published by 2028

Note: "Not specified" indicates that no baseline was stated in Strategic Plan 2030.