



Strategic Plan 2012–2015

S O U T H W E S T E R N C O L L E G E





Shaping Our Future

The 2012–15 Strategic Plan was developed with input from all constituencies throughout the Southwestern Community College District (SWC). Members of the community, neighbors, business and industry along with faculty, students and staff participated in the College District-wide collaborative planning process conducted in 2011. The 2012–15 Strategic Plan builds upon previous college plans and initiatives and its purpose is to engage the college community around the challenges of the future, the lessons of the past and sustain dialogue, consensus and alignment in support of SWC’s strategic priorities, goals and objectives.

Shared planning and decision-making is critical to SWC’s integrated institutional planning process. At Southwestern College, the planning cycle is built upon the principle of plan, implement & evaluate (PIE), and involves an annual review/renewal process for our Mission Statement. The integrated planning process is cyclical, comprehensive, driven by the College Mission Statement and is based on Program Review, which includes outcomes, data and evidence. This process is continuously evaluated for program improvement and institutional effectiveness.

The Shared Consultation Council (SCC) serves as the College District’s primary shared planning and decision-making body. The SCC represents all College District constituencies and has a voice in identifying, reviewing and addressing College District needs and priorities. Our planning process is founded upon a variety of information and data that help to provide the context for developing future strategic direction for Southwestern College; such sources of information and data include, but are not limited to, the following: College vision, values, Governing Board Goals, Educational & Facilities Master Plan, Institutional Technology Plan, Accreditation Standards, IPI, internal and external environmental scans, college stakeholder and community input.

Angelina Stuart, M.A.
Former SCC Co-Chair
Former Academic Senate President
Professor of Spanish, English as a
Second-Language

John Randy Beach
Current SCC Co-Chair
Current Academic Senate President
Professor of English and Education

Melinda Nish, Ed.D.
SCC Co-Chair
Superintendent/President

Message from the President

For the last 50 years, Southwestern College has built a history of helping students meet their higher education goals. We now face a challenging future due to the State fiscal crisis, but one that will not deter us from our steadfast Mission—ensuring student success.

The 2012–15 Strategic Plan represents a year of discussion and analysis in which faculty, staff, students and community members developed a roadmap of excellence to provide strategic direction for the College.

Southwestern College is an invaluable community resource. Thank you to all the faculty, staff and students who, along with community members, civic, business, education and government leaders, participated in the development of this plan. Our commitment to rich dialogue and collaborative planning has created a transformative plan that aligns our core priorities and addresses our future needs within the rapidly changing environment of higher education.



Melinda Nish, Ed.D.
Superintendent/President



Priorities Fulfilling Our Mission

Student Access

SWC will promote a student-centered climate that provides equal access to educational achievement through collaboration that values diversity.

- Explore alternative scheduling options to increase access to growing populations
- Promote the Higher Education Centers as critical access points in the communities served by the College District
- Increase student access through the use of technology (e.g., interactive website, online support services, etc.)

Student Success

SWC will promote a culture of academic success by creating a safe and supportive environment that enables students to achieve their educational goals.

- Promote student success by increasing retention, persistence, and completion
- Enhance instruction, student support services, and operational effectiveness by fostering cultural competency
- Promote student success by providing identical student and instructional support services for online students as are available for students who attend classes on campus

Teaching and Learning

SWC will provide excellent instruction and develop a culture of independent thinkers and learners.

- Develop and implement a professional development program for instructors teaching via distance education to enhance consistent quality of instruction
- Develop and implement a plan for infusing critical thinking into all aspects of the student experience

Economic, Workforce and Community Development

SWC will contribute to the region's economic revitalization through resources that support the expansion of local business and industry and by expanding programs that generate new and vital workforce and business development opportunities for students and community.

- Implement and maintain a College-wide Workforce and Business Development (WBD) Plan that promotes current SWC programs supporting economic, workforce and community development efforts and to identify new and emerging opportunities
- Support the creation, retention, and expansion of business and industry to contribute to the revitalization of our local economy
- Increase Cooperative Work Experience Education program (CWEE) and service learning practicum, internships and other learning related opportunities between SWC, regional Industry and Business

Priorities Strengthening Our Institution

Human Resources

SWC will recruit, hire and train qualified and diverse staff, faculty, and administrators, demonstrating its commitment to providing an equitable and inclusive environment which supports professional growth and academic success of all employees and students.

- Develop and implement a system that allows full participation for faculty and staff in order to support internal processes and integrated planning
- Create and sustain a culture of inclusion at SWC that supports the charge of the Diversity and Equity Committee as well as promotes trust, respect and collaboration

Physical and Financial Resources

SWC will act in a responsible, accountable and transparent manner in budget and financial matters, and will actively and ethically seek outside sources of funding in order to preserve financial solvency.

SWC will provide that the college's design and infrastructure meets the evolving needs of all students, faculty, staff and community in support of an innovative learning environment.

- Establish and provide financial information systems that are transparent and easily accessible in support of the budget development process
- Maximize utilization of existing facilities and develop new facilities based on ever-changing student learning needs, emerging technologies, Governing Board goals and the SWC Strategic Plan

Organizational Effectiveness

SWC will provide effective implementation of organizational goals/strategies by cultivating and sustaining processes, systems and culture that supports optimal organizational structure, capacity and capability.

SWC will meet the evolving needs of students, faculty, staff and community in support of an innovative learning environment.

- Promote and sustain a culture of evidence based on data-driven decisions that support continuous improvement efforts and student success
- Support, promote and sustain shared planning and decision-making through the Shared Consultation Council as the central point of constituency review and approval of institutional infrastructure processes
- Review and update College District policies and approve procedures for such policies with full constituency input

Institutional Technology and Research

SWC will meet current and anticipated technology needs required to support and enhance the educational and workplace experience.

- Increase the integration of information technology systems needed for instruction, student support, online learning, operations, research, auxiliary services and security.
- Upgrade the network infrastructure district-wide, including wireless and Wide Area Networks, to better serve the needs of academic, student and administrative services.
- Support the development of the Office of Institutional Effectiveness for increased availability of data, research, and grants as well as improved institutional planning.

Integrated Planning



Mission Statement ~ Southwestern Community College District promotes student learning and success by committing to continuous improvement that includes planning, implementation, and evaluation. We serve a diverse community of students by providing a wide range of dynamic and high quality academic programs and comprehensive student services.

The College District provides educational opportunities in the following areas: associate degree and certificate programs; transfer; professional, technical, and career advancement; basic skills; personal enrichment; non-credit adult education; community services; and economic, workforce, and community development.



Our Values

The following values guide how the institution thinks and acts – essentially defining the enduring character of the College District:

- ***Mutual respect*** – to treat one another with respect, dignity, trust, and fairness, appreciating the diversity of our community, students, and work force, in a collegial and cooperative manner
- ***Shared planning and decision-making*** – to engage in a collaborative process in which creative thinking, ideas and perspectives contribute to the well being of the entire College community
- ***Integrity*** – to say what we mean, to deliver what we promise, to fulfill our commitments, and to stand for what SWC values
- ***Accountability*** – to assume responsibility for our College's future as stated in our mission and goals
- ***Cultural competence and commonality*** – to positively engage our College community in developing a deep appreciation of and collegiality among all cultures
- ***Scholarship and love of learning*** – to foster and pursue one's curiosity and passion to seek knowledge and gain deeper understanding
- ***Critical inquiry and thinking*** – to nurture intellectual exploration and develop the analytical skills to problem-solve in new situations throughout life
- ***Life-long learning*** – to inspire a vital and imaginative learning environment
- ***Practical and responsive*** – to provide practical educational experiences