

Strategic Plan

2013-2014

Related Core Theme	Objective	Project	
I. Learning & Achievement	LA1: Students demonstrate progress	1.1: Work with faculty and staff to modify the current advising model that reflects the current number of faculty advisors and addresses the ratio of advisees to advisors.	
		1.2: Improve developmental writing completion and progress toward college-level	
		1.3: Improve developmental math completion and progress toward college-level	
		1.4: Improve student-athlete retention and progress toward completion	
	LA2: Students complete certificates, degrees, and transfer	2.1: Plan for additional dual-enrolled opportunities designed to meet state-wide goals for Achievement Compacts.	
		3.1: Review progress in student outcomes assessment in academic programs, tying the course outcomes to program outcomes to general education outcomes.	
	LA3: Students demonstrate that they have met institutional learning outcomes		
	II. Access	A1: Students access varied learning opportunities	1.1: Improve student achievement through new or enhancing programs or classes
			1.2: Develop additional learning opportunities to meet needs
			1.3: Increase student transition opportunities
1.4: Increase breadth and depth of online courses			
1.5: Enhance and improve enrollment processes and activities to promote student engagement and retention.			
A2: Students access services that support learning		2.1: Survey staffing needs and prioritize the hiring of faculty and staff to meet student needs	
		2.2: Assess testing and advising in order to facilitate the success of students in appropriate courses and programs	
		2.3: Conduct needs assessment of services and facilities to meet ADA	
A3: Students access relevant curricula that support lifelong learning and achievement		2.4: Expand College Now Program in all three areas: Dual Credit, Expanded Options, and Enhanced Options	
		3.1: Encourage the development of delivery systems that meet the needs of students in various communities.	
III. Community Engagement	CE1: Southwestern serves our communities by providing quality training and business development to address the changing community workforce needs		

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		1.1: Evaluate and prioritize current community partnerships
		1.2: Improve communication and involvement with community stakeholders-e.g. school districts, business and industry
	CE2: Southwestern provides our community members access to a wide range of quality, lifelong learning activities	2.1: Enhance student activities for all students
		2.2: Enhance staff and faculty activities and interaction with each other
		2.3: Explore collaborative projects with district cities
		2.4: Increase and enhance activities for community attendance
	CE3: Our community members participate and contribute to the Foundation in support of the College	3.1: Expand access to financial assistance.
IV. Sustainability	S1: Southwestern provides responsible fiscal management	1.1: Explore additional resource opportunities for the College
	S2: Southwestern builds and maintains a sustainable infrastructure of human, technology, and facility resources	2.1: Submit program accreditation and self-study reports
		2.2: NWCCU Year Three Report Preparation
		2.3: Purchase and implement new or enhance hardware/software
		2.4: Implement processes, procedures, plans to support Institutional Effectiveness and Continual Improvement processes including development of an instructional data plan.
		2.5: Meet accreditation benchmarks
		2.6: Complete Board Policies and Administrative Policies & Procedures revamping
		2.7: Develop operational manuals
		2.8: Development of College Council functions - planning, budgeting, The Master Plan
		2.9: Work toward the space integration of science, technologies and allied health and the planning and financing of appropriate facilities
		210: Expand procedure and systems to enhance and assist Emergency Management including updating the crisis management plan
		211: Increasing security measures and training
		212: Offer and support employee training and credentialing including professional development opportunities for faculty and staff along with a part-time Faculty support plan.
		213: Explore activities and programs to enhance employee engagement
		214: Funding obtained and technology purchased to meet the needs of the college community
		215: Review organizational structure to achieve mission fulfillment
		216: Develop a plan to provide support, evaluation, compensation, and mentoring to part-time faculty to enhance their connection with the campus community and their contribution to the instructional programs.

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		217: Work with faculty and staff to develop a consistent program review process and schedule for the college.
		218: Determine the current culture present in instruction and student services and the culture that is desired and work to close the gap between the two.
		219: Work with faculty and staff to develop consistent, flexible, multi-tiered professional development options to support instructional excellence, maintain institutional vitality, promote professional/occupational scholarship and training, encourage individual education and personal growth, and improve morale and performance.
	S3: Southwestern delivers viable quality instruction	
		3.1: Improve quality control of academic offerings through effective course and program evaluation and faculty evaluation
		3.2: Reorganize instructional units so that the various components and functions fit together in a logical, manageable and sustainable manner
		3.3: Online learning - create an evaluation process for courses and explore e-tutoring options
		3.4: Develop a process for evaluating the viability of academic programs at the college.