

The **Strategic Plan** projects are derived from the program reviews conducted across campus and from the planning process that occurs at the unit, reporting unit, functional areas, and institutional levels of the College. Planning and project development provide the basis for the administration to allocate resources, adapt to changes in the environment, and coordinate activities leading to fulfillment of the College Mission. The plan encompasses the yearly Board Goals.

Core Theme	Objective	Project
Learning & Achievement	LA.1: Students demonstrate progress	LA.1.1: Statewide Developmental Education Recommendation Implementation and Developmental delivery options (SI44)
		LA.1.2: Title III – improve persistence through student success projects implementation (SI 28, SI 47, SI 48, SI 53, SI 54 and SI 55)
	LA.2: Students complete certificates, degrees, and transfer	LA.2.1: Identify program enhancements to increase student success and improve student completion(SI 11, SI 46 and SI 56)
		LA.2.2: Credit for Prior Learning Project – process development (SI 11)
		LA.2.3: Title III – improve graduation rates through Student Success program projects implementation (SI 11 and SI 46)
	LA.3: Students demonstrate that they have met learning outcomes	LA.3.1: Outcomes Assessment – Multi-State Collaborative and Program Student Learning Outcomes (SI 50 and SI 51)
LA.3.2: Course and program outcomes developed and assessed including Title III student assessment project (SI 8, SI 13 and SI 50)		
Access	A.1: Students access varied learning opportunities	A.1.1: Enhance opportunities for students to access learning opportunities (dual credit, articulated agreements, extended 4-year campus) (SI 2, SI 3, SI 35 and SI 39)
	A.2: Students access services that support learning	A.2.1: Title III - student support projects implementation to enhance and improve student services; lean audit change implementation and tutor/writing center redesign (SI 38)
		A.2.2: Title III – implement Jenzabar retention module; assess advising and placement policies and process development (SI 38)
	A.3: Students access relevant curricula that support lifelong learning and achievement	A.3.1: New Program and Course Development (degree/certificate programs, community education opportunities, student engagement activities, etc.) (SI 7, SI 14A, SI 29 and SI 37)
Community Engagement	CE.1: Southwestern serves our communities by providing quality training and business	CE.1.1: Develop new training and business development programs based on participant survey feedback and other community needs(SI 14B, SI 32 and SI 33)

	development to address the changing community workforce needs.	
	CE.2: Southwestern provides our community members access to a wide range of quality, lifelong learning opportunities	CE.2.1: Enhance Internal and External Relationships- Encourage people to serve on state level committees and belong to organizations related to position. Board Goal 2 – Advocate for Oregon community colleges by: Increasing attendance at the Legislative Session in Salem, Participating in campus Legislative Teleforums during Session, Establishing an ad-hoc committee for legislative support, Enhancing Board member participation in community events and Board Goal 3 – Investigate fostering and enhancing government-to-government relationships with federally recognized tribes in the College’s district to develop a framework for how the College and these tribes will continue to communicate and collaborate in the future. (SI 34)
		CE.2.2: Student and staff support and engage in community activities – both on-campus and off-campus and Board Goal 1 – Collaborate with the Southwestern Foundation Board to Support and participate in Foundation activities, support the development of a Health and Science Technology building matching funds campaign, increase unrestricted donations (SI 34)
	CE.3: Our community members participate and contribute to the Foundation in support of the college.	CE.3.1: Promote the value of contributing to the Foundation and identify sources of support for new programs and the Health & Science Building (SI 42, SI 43 and SI 45)
Sustainability	S.1: Southwestern provides responsible fiscal management	S.1.1: Multi-year budget and cashflow reports (SI 15 and SI 17)
		S.1.2: Enhance planning process to fully integrate into the budget process based on mission fulfillment success indicator planning, academic and facility planning, ITS planning, Strategic Enrollment Management planning, and program review planning (academic and operational) including implementation of electronic tools/resources for reporting (SI 16A, SI 16B and SI 17)
	S.2: Southwestern builds and maintains a sustainable infrastructure of human, technology, and facility resources	S.2.1: Ensure compliance and submit required reports consistent with accreditation requirements, HEOA, federal and state requirements, grant requirements and the like. (Compliance)
		S.2.2: Complete the transition to administrative policies/procedures and review of policies and procedures at the department level. Board Goal 4 – Review and revise Board policy sections 8000-10000.
		S.2.3: Implement campus-wide plans including redesigning existing processes (Academic Master Plan, Planning software, Enrollment Management Plan; Strategic Plan process redesign and Board Goal 1 – Collaborate with the Southwestern Foundation Board to:

		Implement the College vision and goals and Board Goal 5 – Work with administration to develop a long range vision (Master Plan), including deferred maintenance. (SI 19 and SI 20)
		S.2.4: Planning work on new Health & Science Building (AMP, FMP)
		S.2.5: Upgrade technology requirements per the ITS plan and to support identified campus-wide projects including Title III projects (SI 19)
		S.2.6: Foster positive relationships between faculty, staff, and administration. (SI 9)
	S.3: Southwestern delivers viable quality instruction	S.3.1: Further develop and provide faculty support (SI 9)
		S.3.2: Program Review implementation with integrated planning and budgeting and rollout of LiveText pilots (SI 7 and SI 40)
		S.3.3: Program Viability development and integration into program review (SI 7 and SI 41)