



# Appendix 3.A

## Strategic Plan: 2015-2016

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.

Core Theme	Objective	Project
<b>Learning &amp; Achievement</b>	<b>LA.1: Students demonstrate progress</b>	<b>LA.1.1:</b> Statewide Developmental Education Recommendation Implementation
		<b>LA.1.2:</b> Title III persistence projects implementation
	<b>LA.2: Students complete certificates, degrees, and transfer</b>	<b>LA.2.1:</b> Identify program enhancements to increase student success and improve student completion
		<b>LA.2.2:</b> Credit for Prior Learning Project – process development
		<b>LA.2.3:</b> Title III Student Success projects implementation
	<b>LA.3: Students demonstrate that they have met learning outcomes</b>	<b>LA.3.1:</b> Outcomes Assessment – Multi-State Collaborative and Program Student Learning Outcomes
		<b>LA.3.2:</b> Course and program outcomes developed
<b>Access</b>	<b>A.1: Students access varied learning opportunities</b>	<b>A.1.1:</b> Enhance opportunities for students to access learning opportunities (dual credit, articulated agreements, extended 4-year campus)
	<b>A.2: Students access services that support learning</b>	<b>A.2.1:</b> Title III student support project implementation to enhance and improve student services; lean audit and tutor/writing center redesign
		<b>A.2.2:</b> Advising and placement policy and process development

	<b>A.3: Students access relevant curricula that support lifelong learning and achievement</b>	<b>A.3.1:</b> New Program and Course Development (degree/certificate programs, community education opportunities, student engagement activities, etc.)
<b>Community Engagement</b>	<b>CE.1: Southwestern serves our communities by providing quality training and business development to address the changing community workforce needs.</b>	<b>CE.1.1:</b> Develop new training and business development programs based on participant survey feedback and other community needs
	<b>CE.2: Southwestern provides our community members access to a wide range of quality, lifelong learning opportunities</b>	<b>CE.2.1:</b> Enhance Internal and External Relationships- Encourage people to serve on state level committees and belong to organizations related to position.
	<b>CE.3: Our community members participate and contribute to the Foundation in support of the college.</b>	<b>CE.3.1:</b> Promote the value of contributing to the Foundation and identify sources of support for new programs and the Health & Science Building
<b>Sustainability</b>	<b>S.1: Southwestern provides responsible fiscal management</b>	<b>S.1.1:</b> Multi-year budget and cashflow reports
		<b>S.1.2:</b> Enhance planning process fully integrated 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)
	<b>S.2: Southwestern builds and maintains a sustainable infrastructure of human, technology, and facility resources</b>	<b>S.2.1:</b> NWCCU Interim Report
		<b>S.2.2:</b> Complete the transition to administrative policies/procedures and review of policies and procedures at the department level
		<b>S.2.3:</b> Implement campus-wide plans including redesigning existing processes (Academic Master Plan, Planning software, Enrollment Management Plan, etc); Strategic Plan process redesign
		<b>S.2.4:</b> Planning work on new Health & Science Building
		<b>S.2.5:</b> Upgrade technology requirements per the ITS plan and to support identified campus-wide projects including Title III projects
		<b>S.2.6:</b> Foster positive relationships between faculty, staff, and administration.
	<b>S.3: Southwestern delivers viable quality instruction</b>	<b>S.3.1:</b> Further develop and provide faculty support
		<b>S.3.2:</b> Program Review implementation with integrated planning and budgeting and rollout of LiveText pilots

	<b>S.3.3: Program Viability development</b>
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