

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 with initial projects for the three-year period notated in regular font and may be referred to as Year 1 of the plan. *Projects added or enhanced for 2018-2019 are notated in italics and may be referred to as Year 2 of the plan. **Projects added or enhanced for 2019-2020 are noted in bold italics and may be referred to as Year 3 of the plan.***

Core Theme	Objective	Project
Learning & Achievement	LA.1: Students demonstrate progress	<b>LA.1.1:</b> Statewide Developmental Education Recommendation Implementation and Developmental delivery options (SI44)
		<b>LA.1.2:</b> Title III – improve persistence through student success projects implementation <i>integrating an equity lens of success; National, regional and statewide comparative data report development.</i> (SI 28, SI 47, SI 48, SI 53, SI 54 and SI 55)
	LA.2: Students complete certificates, degrees, and transfer	<b>LA.2.1:</b> Identify program enhancements to increase student success and improve student completion <i>integrating an equity lens of success</i> (SI 11, SI 46 and SI 56)
		<b>LA.2.2:</b> Credit for Prior Learning Project – process development (SI 11)
		<b>LA.2.3:</b> Title III – improve graduation rates through Student Success program projects implementation <i>integrating an equity lens of success; National, regional and statewide comparative data report development.</i> (SI 11 and SI 46)
	LA.3: Students demonstrate that they have met learning outcomes	<b>LA.3.1:</b> Outcomes Assessment – Multi-State Collaborative and Program Student Learning Outcomes; <i>develop campus-wide process to demonstrate program outcomes</i> (SI 50 and SI 51)
		<b>LA.3.2:</b> 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	<b>A.1.1:</b> Enhance opportunities for students to access learning opportunities (dual credit, articulated agreements, extended 4-year campus) <i>integrating an equity lens of success</i> (SI 2, SI 3, SI 35 and SI 39)
	A.2: Students access services that support learning	<b>A.2.1:</b> Title III - student support projects implementation to enhance and improve student services; lean audit change implementation and tutor/writing center redesign (SI 38)
		<b>A.2.2:</b> Title III – implement Jenzabar retention module; assess advising and placement policies and process development <i>integrating an equity lens of success</i> (SI 38)

	<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.) (SI 7, SI 14A, SI 29 and SI 37)
<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 (SI 14B, SI 32 and SI 33)
	<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>Board Goal 2 YR1</b> – 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 <b>Board Goal 3 YR1</b> – 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. <b>Board Goal 2 YR2</b> – <i>Foster and enhance 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; execute MOUs with interested tribes.</i> <b>Board Goal 6 - YR 3 – Support and monitor community enhancement efforts (outlying Douglas, Curry, Coos counties) (SI 34 and SI 49 )</b>
		<b>CE.2.2:</b> Student and staff support and engage in community activities – both on-campus and off-campus and <b>Board Goal 1 YR1</b> – 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. <b>Board Goal 1 YR2 and YR3</b> – <i>Collaborate with the Southwestern Foundation Board to Support and participate in Foundation activities; increase unrestricted donations; and participate as scholarship readers (SI 34 and SI 49)</i>
	<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 (SI 42, SI 43 and SI 45)
<b>Sustainability</b>	<b>S.1: Southwestern provides responsible fiscal management</b>	<b>S.1.1:</b> Multi-year budget and cashflow reports (SI 15 and SI 17) <b>S.1.2:</b> Enhance planning process to fully integrate into the budget process based on mission fulfillment success indicator planning, academic (AMP) and facility planning, ITS planning, Strategic Enrollment Management (EMP) planning, and program review planning (academic and operational) including implementation of electronic tools/resources for reporting. <b>Board Goal 5 YR 3 - Debt retirement planning (SI 16A, SI 16B and SI 17)</b>

<b>S.2: Southwestern builds and maintains a sustainable infrastructure of human, technology, and facility resources</b>	<b>S.2.1:</b> Ensure compliance and submit required reports consistent with accreditation requirements, HEOA, federal and state requirements, grant requirements and the like. <b>(Compliance)</b>
	<b>S.2.2:</b> Complete the transition to administrative policies/procedures and review of policies and procedures at the department level. <b>Board Goal 4 YR1</b> – Review and revise Board policy sections 8000-10000. <b>Board Goal 3 YR2</b> – Review and revise Board policy sections 1000, 2000 9000 and 10000 and others as needed. <b>Board Goal 2 YR3</b> – Review and revise board policies on a three-year cycle <b>(Compliance)</b>
	<b>S.2.3:</b> Implement campus-wide plans including redesigning existing processes (Academic Master Plan, Planning software, Enrollment Management Plan; Strategic Plan process redesign and <b>Board Goal 5 YR1</b> – Work with administration to develop a long range vision (Master Plan), including deferred maintenance. <b>Board Goal 4 YR2</b> – Complete the Facilities Master Plan to: include deferred maintenance issues; consider utilization of properties to enable flexibility. <b>Board Goal 3 YR3</b> – Complete the Facilities Master Plan to: finalize the document and prioritize the first 5-years of the Master Plan. <b>(SI 19 and SI 20)</b>
	<b>S.2.4:</b> Planning work on new Health & Science Building; begin building construction phase. <b>Board Goal 4 YR 3</b> – Monitor Johnson Controls and Umpqua Hall Construction <b>(AMP, FMP)</b>
	<b>S.2.5:</b> Upgrade technology requirements per the ITS plan and to support identified campus-wide projects including Title III projects <b>(SI 19)</b>
	<b>S.2.6:</b> Foster positive relationships between faculty, staff, and administration integrating an equity culture. <b>(SI 9)</b>
<b>S.3: Southwestern delivers viable quality instruction</b>	<b>S.3.1:</b> Further develop and provide faculty support; <i>professional development opportunities using data for decision-making by intergrating national, regional and statewide comparative data</i> <b>(SI 9)</b>
	<b>S.3.2:</b> Program Review implementation with integrated planning and budgeting and rollout of LiveText pilots; <i>transition assessment to value rubrics and alternative methods to assess learning outcomes</i> <b>(SI 7 and SI 40)</b>
	<b>S.3.3:</b> Program Viability development and integration into program review <b>(SI 7 and SI 41)</b>

AMP = Academic Master Plan

EMP = Enrollment Management Plan

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