

SOUTHWESTERN COLLEGE



Strategic Plan

2021-2025



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President's Message



It is my pleasure to present Southwestern College's Strategic Plan for 2021-2025. As one of the most important documents that guides all decision-making and funding allocations, the district's Strategic Plan reflects a collaborative and inclusive process.

The road to complete this plan was briefly paused for the pandemic and the change in college leadership. In the end, it is a triumph of resilience and laser focus on improving our academic institution to ensure quality services and opportunities for our entire community.

In the next few pages, you can explore the processes in which we engaged to develop our college's priorities to five key areas to fulfill our mission, emphasize student achievement, support all employees and integrate all of our institutional plans- all through the guiding framework of diversity, equity and inclusion. We have made tremendous progress and we are committed to continuous improvement.

Heartfelt thanks to the many students, faculty, community members, and classified-confidential professionals who have created a document that will help us continue our efforts to transform our students and community.

A handwritten signature in black ink that reads "Mark Sanchez". The signature is written in a cursive, flowing style.

Mark Sanchez, Ed.D.
Superintendent/President

Mission, Vision and Values

Mission Statement

Southwestern Community College District is the premier public institution of higher education in Southern San Diego County that serves a diverse community of students by providing quality academic programs, comprehensive student support services that ensure equitable access and clear pathways to student success.

Southwestern Community College District promotes learning and success to prepare students to become critical thinkers and engaged life-long learners/global citizens. The District is committed to continuous improvements through the use of data-informed planning, implementation, and evaluation.

Southwestern Community College District utilizes a variety of instructional modalities to provide educational and career opportunities in the following areas: Associate degree and certificate programs, transfer, professional, technical and career advancement, foundational skills, personal enrichment, and continuing education.

Vision Statement

Southwestern College is the leader in equitable education that transforms the lives of students and communities.

Value Statements

Student Success - Southwestern College provides a student-centered environment, through equitable access, opportunity, support, and clear pathways that enable students to achieve their educational and professional goals.

Equity - Southwestern College intentionally identifies and removes barriers to cultivate success for all, and purposely addresses the effects of systemic inequities.

Scholarship - Southwestern College inspires students to become lifelong learners and responsible global thinkers.

Professional Excellence - Southwestern College continuously supports and educates all employees to ensure effective collaboration, support student success, and uphold the highest professional standards.

Cultural Proficiency - Southwestern College engages in cultural proficiency by providing a rich learning environment that embraces our cultural differences and experiences.

Sustainability of Stewardship - Southwestern College utilizes natural, financial and physical resources effectively, equitably, and respectfully.

Community - Southwestern College bridges the gap between higher education, civic engagement, and economic well-being to the community we serve.

Inclusionary Practices - Southwestern College actively honors and respects diversity to foster a safe and welcoming community where all are inspired to participate and realize a sense of belonging.

Definitions for Diversity, Equity, and Inclusion

Diversity

Diversity is all differences and similarities including all human traits, experiences, beliefs, and backgrounds that make each individual unique.

Equity

Equity is intentionally identifying and removing barriers to ensure access and provide meaningful opportunities and support for all to succeed.

Inclusion

Inclusion is actively honoring and respecting diversity to foster a safe welcoming community where all are inspired to participate and realize a sense of belonging.

[Governing Board Policy No. 1200](#)

Introduction

The Southwestern Community College District (SCCD) Strategic Plan 2021-2025 is the District's short-term plan for carrying out its Mission, Vision, and Values. Following the SCCD's (also referred to herein as Southwestern College (SWC)) model of integrated planning, the Strategic Plan aligns with the strategic priorities identified in the SWC Educational Master Plan 2013, as these priorities were modified by the District in 2018.

The Strategic Plan also aligns with district-wide efforts to implement and achieve institutional goals and frameworks established by the California Community Colleges Chancellor's Office (CCCCO). In 2016, the CCCCCO launched the *Vision for Success* with statewide goals for the system. In 2018, the CCCCCO required each community college to establish local goals that contribute to achieving the overall system goals. Simultaneously, the CCCCCO introduced new goals for the student equity plans required of each college by statute. These new student equity plan goals align with and, in some cases overlap, goals in *Vision for Success*. In conjunction with the *Vision for Success*, the CCCCCO introduced *Guided Pathways* as a framework for colleges to redesign themselves as student-centered institutions and achieve the *Vision for Success* goals. SWC has embraced the *Vision for Success*, *Student Equity Plan*, and *Guided Pathways*, implemented as *Jaguar Pathways* locally, and this SWC Strategic Plan 2021-2025 was developed in coordination with this work and to further the District's efforts to ensure student success.¹

The District's five strategic priorities (Student Access, Student Success, Teaching and Learning, Economic, Workforce, and Community Development, and Institutional Effectiveness) guided development of the five institutional goals in the Strategic Plan. Objectives to drive achievement of institutional goals were also identified. These objectives recognize and are coordinated with SWC's *Vision for Success Local Goals and Student Equity Plan*², *Institution-Set Standards*, SWC's Governing Board and Superintendent/President goals, and other institutional plans.

SWC embraces diversity, equity, inclusion, and anti-racism as strengths and is committed to eliminating equity gaps. Specific targets to reduce and/or eliminate equity gaps related to student achievement are contained in the *SWC Vision for Success and Student Equity Plan* and are coordinated with this Strategic Plan. The Strategic Plan also focuses on diversity, equity, inclusion, and anti-racism in relation to employees through specific objectives under the priority, Institutional Effectiveness. SWC acknowledges and is basing action on the Chancellor's Office Diversity, Equity, and Inclusion Task Force's affirmation that faculty and staff diversity is a driver for the educational achievement and social mobility of our students.

In addition, achievement of the Strategic Plan's goals and objectives is supported through the process of Institutional Program Review. The Program Review process requires programs and units to describe how their goals align with institutional goals and objectives, and funding requests are prioritized using a rubric that results in higher scores for requests demonstrating higher levels of alignment.

¹ See Appendix A, *SWC Alignment of Institutional Goals/Objectives*

² See <https://www.swccd.edu/administration/institutional-research-and-planning/files/final-vfs-local-goals-and-student-equity-plan-overview-10-31-19-v2.pdf>

The primary components of the Strategic Plan are:

- **Strategic priorities** identifying broad areas of strategic importance to fulfilling the District's Mission (e.g., Student Access)
- **Institutional goals** identifying actions the District will pursue in alignment with the strategic priorities to fulfill the District's Mission (e.g., Improve student access to higher education)
- **Objectives** identifying measurable outcomes to indicate whether a goal is being achieved (e.g., Provide student support services that minimize barriers to application and enrollment)
- **Responsible parties** identifying the individual(s) or office(s) assigned responsibility to achieve institutional goals and objectives
- **Progress Report** (*to be developed*) to annually present progress toward institutional goals and objectives

The SWC Strategic Plan 2021-2025 is a central component of the District's planning, implementation, and evaluation cycle. Through this cycle, the District develops plans, resources and implements the plans, assesses progress periodically, and revises planning efforts based on assessment results.

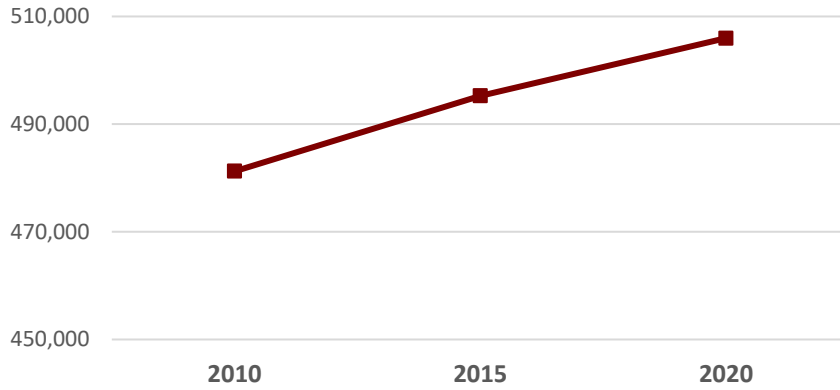
Strategic Plan Summary – Priorities and Goals

Priorities	Goals
Student Access	Improve student access to higher education
Student Success	Increase student attainment of their educational goals
Teaching and Learning	Deliver quality instruction that ensures learning and develops engaged life-long learners/global citizens
Economic, Workforce, and Community Development	Increase regional community economic success, preparedness to compete in a globally competitive environment, and connectedness to SWC
Institutional Effectiveness	Increase effectiveness of District operations to support diversity, equity, inclusion, and success of students and employees

Data On Our Community and Students

Our SWC Community

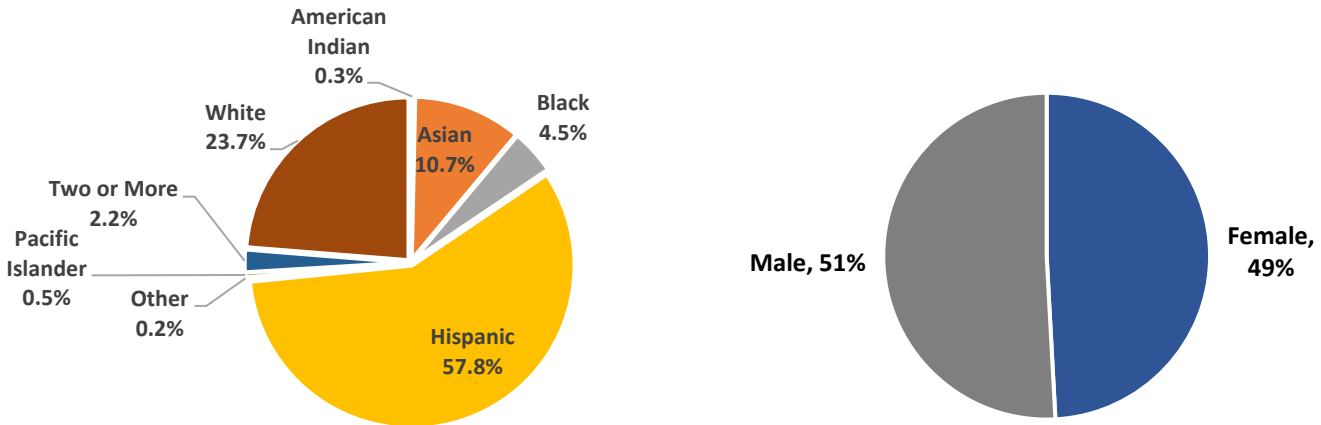
SWC Service Area Population (Est)



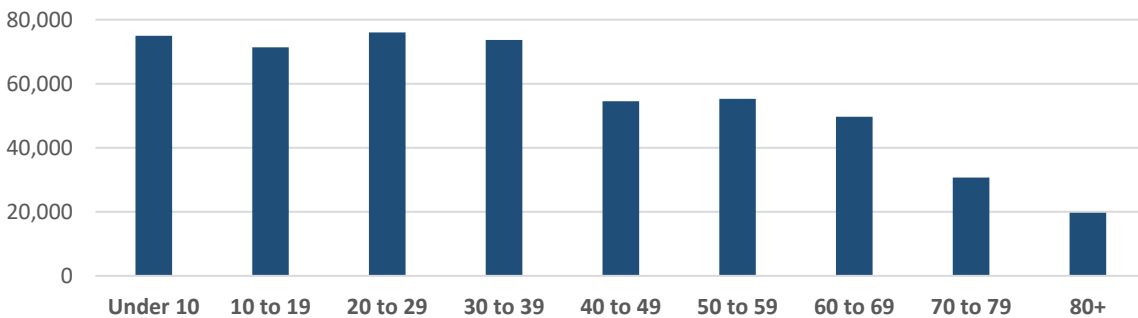
SWC Service Area
Population
Estimate - 2050

691,910

SWC Service Area Population (Est) by Race/Ethnicity and Gender, 2020

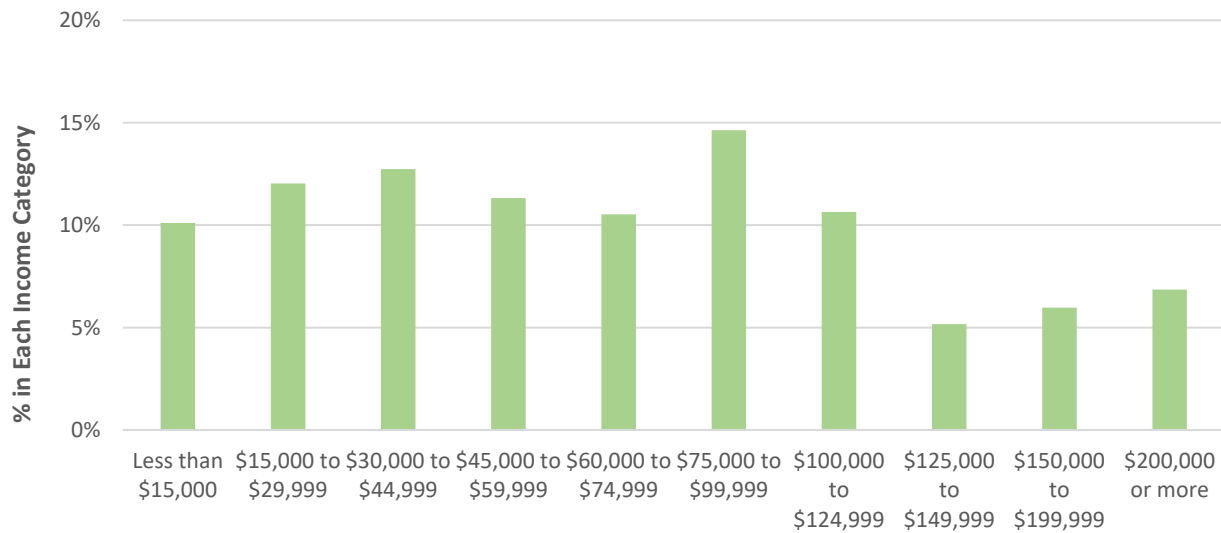


SWC Service Area Population (Est) by Age, 2020



Source (Population Estimates): SANDAG Data Surfer, Southwestern Community College District (2020)

SWC Service Area Household Incomes, 2020



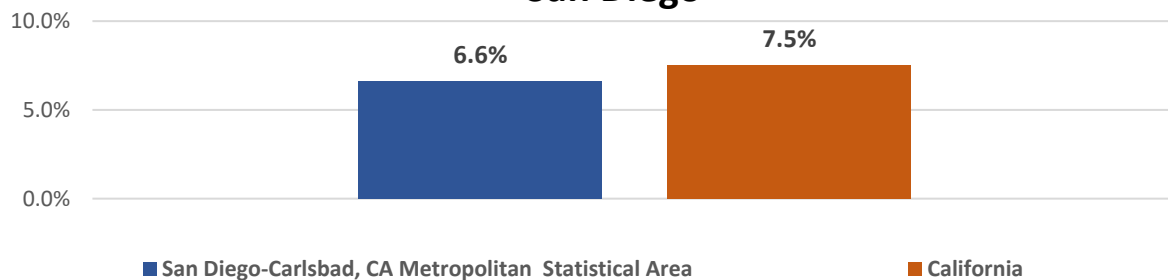
Source: SANDAG Data Surfer, Southwestern Community College District (2020)

SCCD education and income data compared to San Diego County as a whole:

- 79% of SCCD residents 25 years of age or older graduated from high school or possess a higher degree, compared to 88% for San Diego County
- 24% of SCCD residents ages 25-plus have a bachelor's degree or higher, compared to 40% for San Diego County
- SCCD median household income is \$61,988, while for the entire county it equals \$69,252
- 23% of SCCD households earn less than \$30,000 per year, compared to 21% for San Diego County
- 28% of SCCD households earn more than \$100,000 per year, compared to 33% for San Diego County

Sources: SANDAG Data Surfer, Demographic and Socioeconomic Estimates, Southwestern Community College District (2019), <http://datasurfer.sandag.org>; "Persons with Disability" category for South Region, County of San Diego, Health & Human Services Agency, <https://www.sandiegocounty.gov/content/dam/sdc/hhsa/programs/phs/CHS/demographics/2017%20Demographic%20Profiles.pdf>; 2019 American Community Survey, <https://www.census.gov/acs/www/data/data-tables-and-tools/data-profiles/2019>

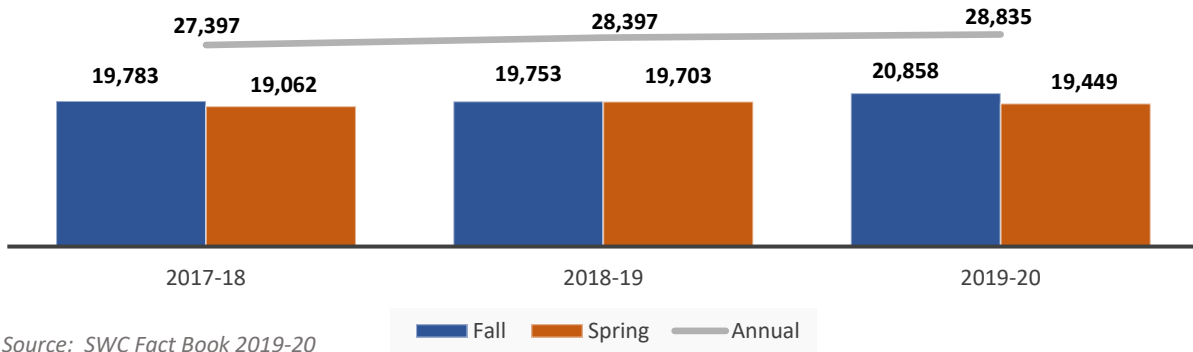
Current Unemployment Rate San Diego



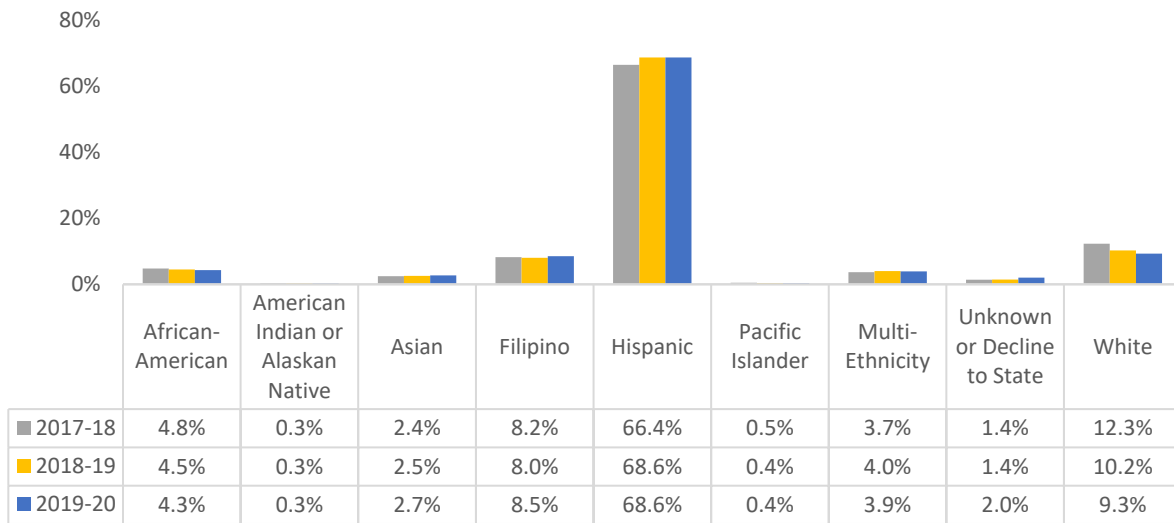
Source: U.S. Bureau of Labor Statistics, August 2021

Our SWC Students

Annual and Term Unduplicated Headcounts

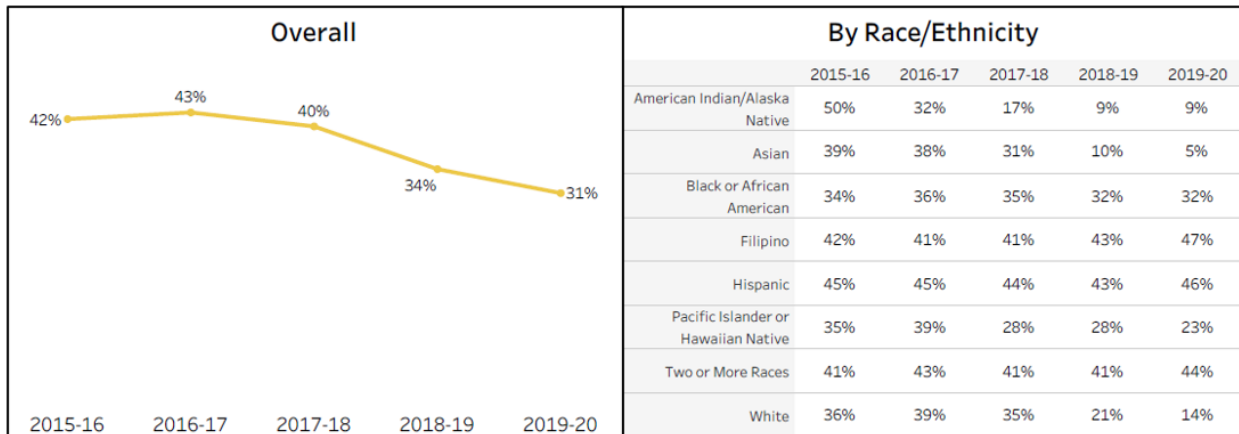


Annual Unduplicated Headcount by Race/Ethnicity



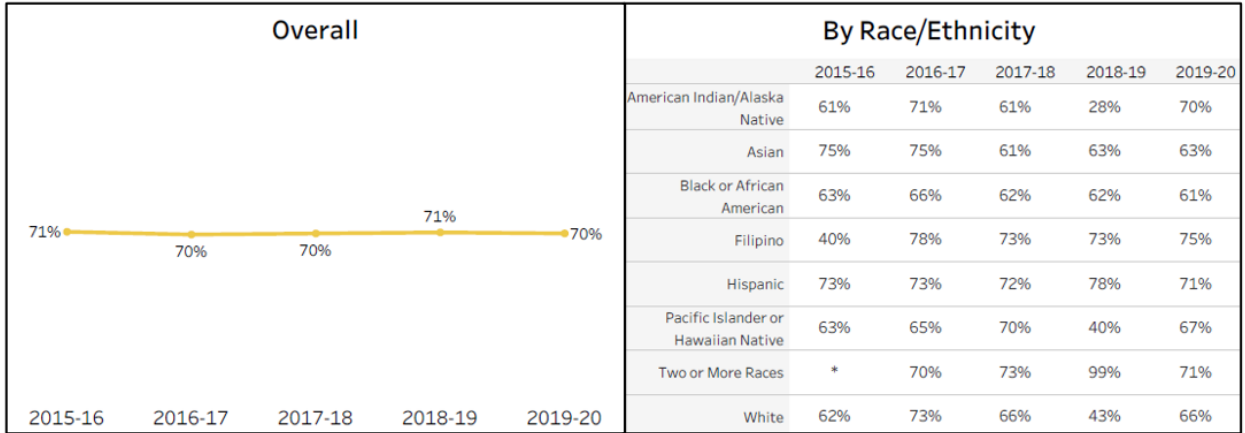
Applicants Who Enroll

Among applicants who indicated an intent to enroll at SWC in the selected year, the proportion who enrolled in at least one term as a non-special admit student at SWC in the listed year



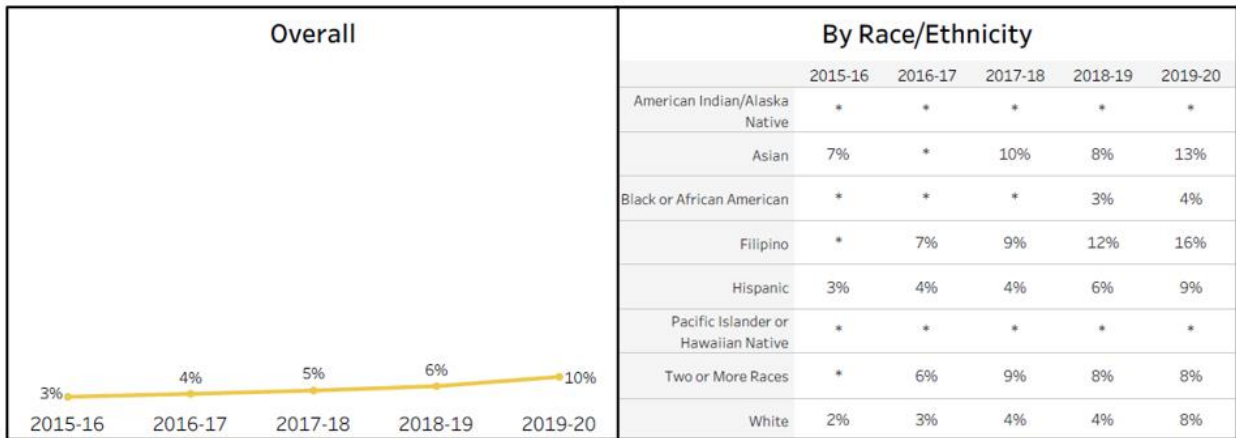
Fall to Spring Retention

The proportion of students retained from fall to spring at SWC in the listed year, excluding students who completed an award or those who transferred to a postsecondary institution



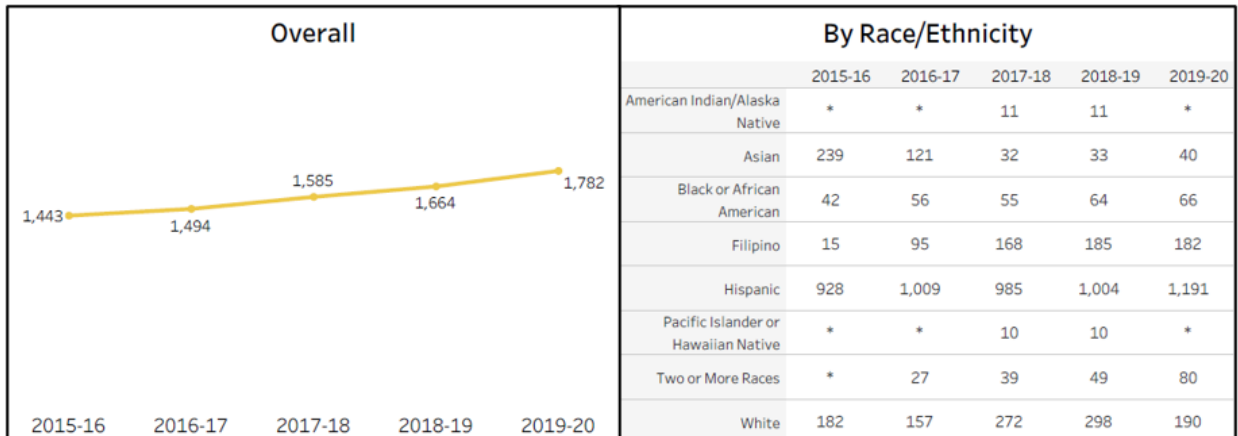
Completed Transfer-Level Math and English

The proportion of students who completed transfer-level math and English in their first academic year of credit enrollment at SWC



Awards Under Vision for Success

The number of students who earned a Chancellor's Office approved certificate and/or associate degree, and had an enrollment in the listed year

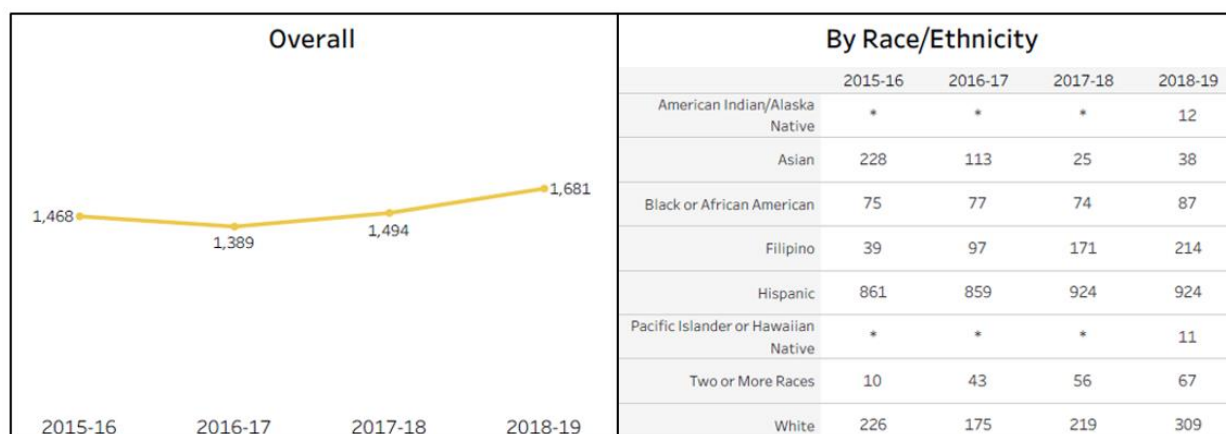


Source: SWC Student Equity Dashboard

*Data are suppressed according to FERPA to protect students' personally identifiable information. Suppression takes place when too few students are included in the metric or when complementary data suppression must be implemented.

Transfers to a Four-Year Institution

Among students who earned 12 or more units at any time and at any college and who exited the community college system in the listed year, the number who enrolled in a four-year institution in the year after the listed year

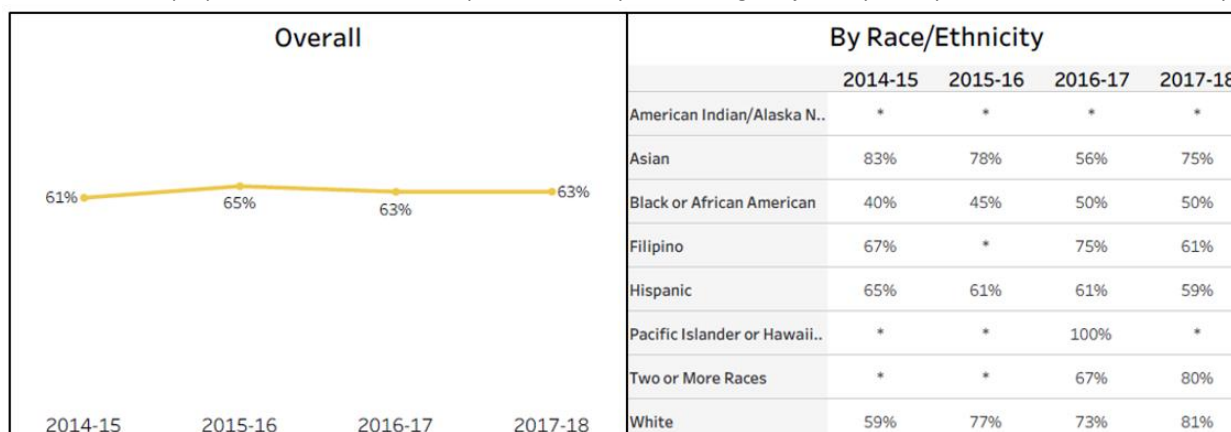


Note: Only data up to 2018-19 is available for this metric because there is a time-lag in the outcome

Source: SWC Student Equity Dashboard

CTE Students Employed in Field of Study

Among CTE students in the listed year who responded to the CTE Outcomes Survey and did not transfer to any postsecondary institution, the proportion of students who reported that they are working in a job very closely related to their field of study

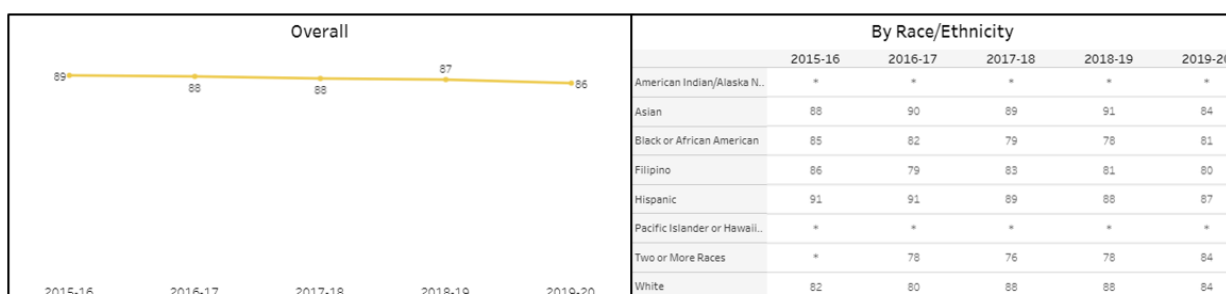


Note: Only data up to 2017-18 is available for this metric because there is a time-lag in the outcome

Source: SWC Vision for Success Dashboard

Average Units to Degree

Among students who were enrolled and who earned an associate degree for the first time in the listed year, the average number of semester units in the California community college system earned up to and including that year



Source: SWC Vision for Success Dashboard

*Data are suppressed according to FERPA to protect students' personally identifiable information. Suppression takes place when too few students are included in the metric or when complementary data suppression must be implemented.

Strategic Plan Development Process

Development of the 2021-2025 SWC Strategic Plan was originally scheduled for completion in Spring 2020. Unanticipated changes including the COVID-19 pandemic, key leadership changes, and resource challenges slowed the process. Below are the major steps taken to develop this Strategic Plan.

In 2018, the District engaged in a collaborative review of its strategic priorities as stated in the SWC Educational Master Plan 2013 and the SWC Strategic Plan 2016-2019. The result was consolidation of four priorities into one and reduction in the total number of priorities from eight to the following five:

- Student Access
- Student Success
- Teaching and Learning
- Economic, Workforce, and Community Development
- Institutional Effectiveness

In Spring 2019, the District revised its Mission, Vision, and Values through the shared governance and decision-making process and determined that the next strategic plan should extend for a five-year period. In Fall 2019, three community input forums were held across the District to capture feedback on barriers experienced by themselves, their children, relatives, and friends in the process of applying, enrolling, progressing, and achieving their goals at SWC.³ In Spring 2020, the District had planned for an in-person, on campus, district-wide strategic planning workshop to review community feedback and discuss draft institutional goals and objectives to be included in the next strategic plan. This workshop was cancelled due to the COVID-19 pandemic and the closing of campuses, movement to online teaching, and creation of infrastructure for managing the District under these conditions.

The District reimagined the strategic planning workshop and in Fall 2020, conducted three online sessions to gather district-wide input on draft institutional goals and objectives. The sessions were led using a Student Journey framework, aligned with the District’s strategic priorities, Guided Pathways, and other key initiatives.

Student Journey Framework and Alignment with SWC Strategic Priorities and Key Initiatives

		CONNECTION	ENTRY	PROGRESS	COMPLETION	TRANSITION
		Interest to Application	Enrollment to completion of gateway courses	Entry into course of study through 75% of requirements	Complete a certificate or degree	Successful transition to four-year institution or workforce
Student Journey	Student Equity Plan	Vision for Success	Guided Pathways	SWC Strategic Priorities		
Connection	Applicant to Enrollee		Clarify the Path/Enter the Path	Student Access		
Entry						
Progress	Retention Transfer-Level Math & English	Units to Degree	Stay on the Path/Ensure Learning	Student Success/Teaching and Learning		
Completion	Certificate or Degree	Certificate or Degree Units to Degree				
Transition	Transfer	Transfer Job in Field of Study		Economic, Workforce & Community Development		
Equity						

³ See Appendix B, *Summary of SWC Community Input for Strategic Planning/Institutional Goals*

Emerging from these sessions were student-centered institutional goals and objectives which recognized and coordinated with *SWC's Vision for Success Local Goals and Student Equity Plan, Jaguar Pathways* (SWC's local implementation of *Guided Pathways*) and *SWC's Institution-Set Standards*. Through further institutional dialogue following SWC's shared decision-making and consultation process, the goals and objectives were further refined and aligned with SWC's Governing Board and Superintendent/President goals, as well as other institutional initiatives.

In mid-Fall 2020, following the announcement of the Superintendent/President's retirement, the SWC Governing Board set a goal to select a new Superintendent/President by December. In November 2020, two of the five members of the Board were elected to other official positions in San Diego County and resigned in January 2021. Based on these rapid changes in key leadership positions, and in consultation with the Superintendent/President, adoption of the Strategic Plan 2021-2025 was intentionally delayed to allow for review and input by the incoming Superintendent/President. In consultation with the new Superintendent/President during Spring 2021, significant changes were made to the goals and objectives under the strategic priority Institutional Effectiveness, which were also refined through SWC's shared decision-making and consultation process.

In Fall 2021, the Strategic Plan 2021-2025 was approved by the Academic Senate in November and the Planning and Budget Committee in December. The Shared Consultation Council approved the plan on February 9, 2022. The plan was presented to the Governing Board on March 14, 2022.

Strategic Plan Implementation

The following strategic priorities, goals and objectives serve as a guide for SWC's decision-making and use of resources. They also demonstrate the District's full commitment to its Mission.

Priority: STUDENT ACCESS

Institutional Goal 1: Improve student access to higher education

Objective 1A: Support student access initiatives in the Vision for Success, Jaguar Pathways and Student Equity Plan, with a focus on groups experiencing disproportionate impact in enrollment

Objective 1B: Build a sustainable base of enrollment by prioritizing resources for programs and services that maximize the number of:

- Students who enroll after applying to SWC
- Students who concurrently enroll in high school or adult school and SWC
- Students who enroll in Career Education and/or Continuing Education courses and programs at SWC
- International and cross-border students who enroll at SWC

Objective 1C: Support the continued development and implementation of initiatives focused on strengthening student outreach, enrollment management, and career exploration

Objective 1D: Provide student support services that minimize barriers to application and enrollment

Objective 1E: Develop and implement strategies and activities that increase potential students' connection to SWC and awareness of available educational opportunities

Aligned With: Vision for Success, Jaguar Pathways, Student Equity Plan, Student Outreach Plan (*under development*), Enrollment Management Plan (*under development*), Governing Board and Superintendent/President Access Goals

Responsible Parties: Vice President of Student Affairs, Vice President of Academic Affairs

Priority: STUDENT SUCCESS

Institutional Goal 2: Increase students' attainment of their educational goals

Objective 2A: Support student success initiatives in the Vision for Success, Jaguar Pathways and Student Equity Plan, with a focus on groups experiencing disproportionate impact in retention, completion, or transfer

Objective 2B: Prioritize resources for programs and services that maximize the number of:

- Students who acquire an associate degree, or Chancellor's Office approved credit or noncredit certificate
- Students who transfer to a four-year institution
- Students who attain professional, technical and career advancement skills

Objective 2C: Continue providing programs and services that promote and support students completing transfer-level math and English in their first academic year

Objective 2D: Support the review of workforce development programs and services to meet changing regional needs and promote living wage career opportunities

Aligned With: Vision for Success, Student Equity Plan, Jaguar Pathways, Institution-Set Standards, Governing Board and Superintendent/President Success Goals

Responsible Parties: Vice President of Academic Affairs, Vice President of Student Affairs

Priority: TEACHING AND LEARNING

Institutional Goal 3: Deliver quality instruction that ensures learning and develops engaged life-long learners/global citizens

Objective 3A: Prioritize resources and tools to support faculty in developing and delivering quality instruction that improves course outcomes and eliminate equity gaps

Objective 3B: Expand participation by faculty, classified professionals, and management in professional development that supports student engagement, success and equity

Objective 3C: Support the continuing development and implementation of outcomes assessment, focusing on use of disaggregated data improve student learning and achievement and organizational efficiency and effectiveness

Aligned With: Institution-Set Standards, Jaguar Pathways, Vision for Success, Student Equity Plan, Governing Board and Superintendent/President Goals

Responsible Parties: Vice President of Academic Affairs, Vice President of Human Resources, Executive Officer of Equity and Engagement

Priority: ECONOMIC, WORKFORCE, AND COMMUNITY DEVELOPMENT

Institutional Goal 4: Increase regional community economic success, preparedness to compete in a globally competitive environment, and connectedness to SWC

Objective 4A: Provide expanded consultation and collaboration services to small businesses in support of regional economic development, entrepreneurship, and employment opportunities

Objective 4B: Leverage SWC's workforce development programs and services to prepare students for living wage jobs in a fast-changing and innovative economy

Objective 4C: Expand community partnerships with business, industry, educational entities and government agencies

Objective 4D: Prioritize marketing, public relations, and outreach practices that effectively communicate the advantages of pursuing education at SWC, the benefits SWC provides to the region, and the achievements of SWC students and alumni

Aligned With: Economic and Workforce Development Plan, Vision for Success, Institution-Set Standards, Governing Board and Superintendent/President Goals

Responsible Parties: Superintendent/President, Assistant to the Superintendent/President, Vice President of Academic Affairs, Vice President of Student Affairs, Dean of HEC at National City, Dean of Continuing Education and Workforce Development, Chief Communications Officer

Priority: INSTITUTIONAL EFFECTIVENESS

Institutional Goal 5: Increase effectiveness of District operations to support diversity, equity, inclusion, and success of students and employees

Objective 5A: Cultivate an inclusive, equity-focused, and anti-racist district culture

Objective 5B: Prioritize and plan for the capital needs of continuing to improve SWC's infrastructure, with an emphasis on technology, physical learning environments, and accessibility requirements

Objective 5C: Optimize course scheduling to maximize full-time equivalent student to full-time equivalent faculty efficiency while meeting student needs

Objective 5D: Focus budget processes on ensuring short- and long-term fiscal stability of the District while prioritizing equity outcomes for students and supporting employees⁴

Objective 5E: Build SWC's capacity for attracting alternative sources of revenue through the coordination of efforts related to grant development, economic program development, fee based courses and programs, partnerships for cost sharing, and fees for services provided

Aligned With: Governing Board and Superintendent/President Goals, Chancellor's Office Diversity, Equity, and Inclusion Task Force Recommendations, Enrollment Management Plan (*under development*), Institutional Technology Plan (*under development*)

Responsible Parties: Superintendent/President, Vice President of Human Resources, Vice President of Academic Affairs, Vice President of Student Affairs, Vice President of Business and Financial Affairs, Executive Office of Equity and Engagement, Office of Institutional Technology

⁴ Equity gaps related to student achievement outcomes are contained in the *SWC Vision for Success and Student Equity Plan*

Appendices

Appendix A. Alignment of Institutional Goals/Objectives

**Southwestern College
Institutional Goals/Objectives Crosswalk**

	Institution Set-Standards	Vision for Success	Student Equity	Governing Board and Superintendent/President	Jaguar Pathways
Student Success and Equity	<ul style="list-style-type: none"> • Successful course completion • Certificate completion • Degree completion • Transfer • Licensure exam pass rates • Job placement rates 	<ul style="list-style-type: none"> • Increase completions • Increase transfers • Reduce units to degree • Increase CTE students working in field of study • Reduce equity gaps 	<ul style="list-style-type: none"> • Increase application to enrollment rate • Increase fall-to-spring retention • Increase completion of transfer-level math and English • Increase completions • Increase transfers • Eliminate equity gaps 	<ul style="list-style-type: none"> • Student centered approach, including: <ul style="list-style-type: none"> • Maximize student access (S/P) • Achieve VFS goals (S/P) • Institutionalize Jaguar Pathways (GB and S/P) • Support ethnic studies (GB) • Support leveraging student workforce opportunities (GB) 	<ul style="list-style-type: none"> • Redesign instruction and student services using evidence-based practices that support student learning while closing equity and achievement gaps • Redesign the student orientation and onboarding to improve student retention and completion • Redesign placement policies and teaching practices to support educational needs of students • Redesign educational and career pathways to provide students the information they need to navigate program requirements and to provide interventions and support for students based on their academic and/or career goals
Institutional Effectiveness				<ul style="list-style-type: none"> • Inclusive equity-focused, anti-racism culture • Diversity in faculty, staff & leadership • Leverage financial power to dismantle white supremacy & institutional racism • Campus-wide & department-focused diversity, equity & inclusion strategy 	<ul style="list-style-type: none"> • Redesign SWC planning and decision-making process to support the student experience through greater integration of planning, technology, and more streamlined decision-making
Community				<ul style="list-style-type: none"> • Community Connectedness 	

Appendix B. Summary of Community Input for Strategic Planning/Institutional Goals

Summary of SWC Community Input for Strategic Planning/Institutional Goals

Input from Community Forum (# of Times Received)
<ul style="list-style-type: none">• Improve presence in local school districts to improve enrollment and perception of a community college education (26)• Assist students with more proactive counseling interventions & services (18)• Expand on providing financial resource options to students addressing the timing of distributions and needs for outside education costs (27)• Provide training and support to faculty to assist in the interpersonal development and connection with students (10)• Redesign WebAdvisor and the college website to be more intuitive during the registration process and user friendly (27)• Southwestern College can strengthen collaborations with local businesses and industry partners. This could allow for student internships, corporate sponsorship and current best practices for curriculum development (50)• Improve marketing to reach a larger audience, have a presence that is more visible in the community, and branding empowerment (38)• Build in fundraising capacity and promote SWC Foundation to encourage alumni involvement and support (10)



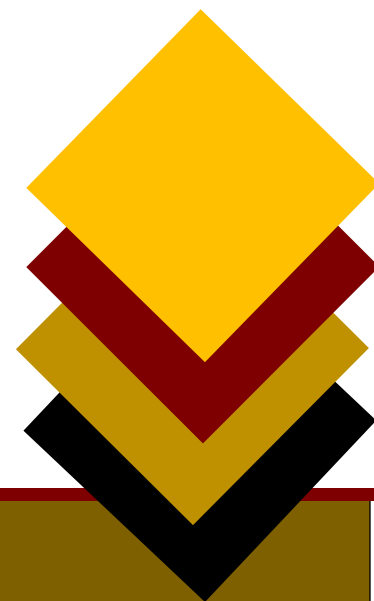
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Strategic Plan 2021-2025