Southwestern Community College
Strategic Plan
FY 2008-2010

Purpose Statement

Southwestern Community College exists in order that Area XIV community members have the opportunities to gain skills and knowledge sufficient for successful employment, higher education achievement, or adult and continuing education.

Vision Statement

Southwestern Community College will be the center of educational excellence for the enrichment of our students and communities.

Core Values

We are committed to providing an innovative learning community conducive to the lifelong learning of constituents.

We value partnerships with members of the Area XIV community, Iowa Community College system and others.

We are dedicated to providing high quality, student-centered, accessible, and affordable education.

We are dedicated to meeting the diverse needs of students.

We are committed to providing educational opportunities for under-represented populations.

We are dedicated to providing quality services, facilities, equipment and instructional technology for arts and sciences education, vocational and technical training, economic development, and adult and continuing education.

We believe that people remain our greatest resource.

We are committed to understanding social and economic trends and assessing, planning for, and addressing the needs of current and future constituents.

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Initiative 1: Increase student enrollment.					
Goal 1: Grow enrollments in all credit and non-credit programs.					
Objectives:		**Responsible**	**Timeline for Completion**	**Resources Needed:**	**Status:**
1. Increase number of recent High School graduates to Southwestern by 20 students annually.					Fall 2007 Direct from HS: 224; Fall 2008 Direct from HS: 197. Decrease of 27students from Fall 2007 to Fall 2008. Recruiting efforts have increased significantly with new marketing, guidance counselor day, direct calling program and increased visits to high schools.
	Strategies:				
	1. Re-vamp high school visitation program to focus on Area XIV high schools.	Lisa C./Megan/Rita S.	Fall 2008/ongoing		Initiated Smart Start Tours Fall 2007; Increased visits to Area XIV high schools to 2x per semester; School visits outside Area XIV increased to 2x per year; Increased number of schools visited from 60 to 71. Increased recruitment efforts to bring students to campus with the free t-shirt campaign; Re-vamped the high school recruitment day on campus for Fall 2007; activities to continue on an ongoing basis.
	2. Be instantly accessible to all students by establishing an online recruiting plan.				
		Actions:			
		1.Create Facebook/MySpace account for admissions staff.	Lisa C./Megan/Rita S.	Spring 2008	SWCC Facebook launched Spring 2008; 170 members to date; Added "fan page" in Summer 2008 to focus more on campus events; still in progress.
		3. Investigate opportunity to text message student recruits.	Lisa C./Megan/Rita S.	Fall 2009	Still in progress; investigating the possibility of an admissions cell phone to send out text messaging to students.
	3. Provide financial aid for students enrolled in any or all summer terms.	Financial Aid; Student Accounts; Registration/ IT Department; IT Programmer	Dependent on enactment of new regulations with the Higher Ed. Act	Staff time; special programming/software	Feds currently meeting to define rules (Fall 2008); if enacted, it will go into effect for FY10; any changes necessary for SWCC will have to be reviewed when rules are defined.
	2. Decrease out-of-state tuition.	BOT; Cabinet	Fall 2010		Out of state tuition has not been increased since Fall 2006, while in-state tuition has increased. The difference between in-state and out-of-state tuition is now $32.
	3. Offer additional scholarships for targeted student groups .	Stacy G./Ed. Foundation	Fall 2009/ongoing		34% increase in number of scholarships given from Fall 2007 to Fall 2008; Total amount of scholarships for Fall 2008 ($68,210) increased by 28% from Fall 2007($53,362). New scholarships in effect for Fall 2009 include a Minority Scholarship and an ETS Scholarship.
	4. Investigate addition of athletic program.	Matt T./Bill K./Bill T.	Fall 2010		The addition of soccer and wrestling have been reviewed, however, additional student housing is critically needed to accommodate any increase in student atheletes.
	5. Develop a high school "Freshman Day" where ETS 9th graders are invited to campus for an overnight visit to SWCC.	ETS Staff	Spring 2008	Available on-campus facilities.	First "Freshman Day" held in May 2008; 12 9th grade students attended from 4 different Area XIV Schools; ETS will continue to hold this as an annual event.
	6. Increase enrollment at Red Oak and Osceola Centers by 10%.	Mindy O./Sarah S/Doug Greene	Fall 2009		Osceola Center student count increased 25% from Fall 2007(97) to Fall 2008(121). Red Oak student increased 3% from Fall 2007(98) to Fall 2008(101). These head counts DO NOT include high school students. High school students at the Centers remained fairly steady at both Centers with 68 at the Red Oak Center in Fall 2007 and 67 for Fall 2008. Osceola reports 119 HS students for Fall 2007 and 107 HS students for Fall 2008.
		Actions:			
		1. Meet with Admissions Dept. semi-annually .	Mindy O./Sarah S./Doug Greene	Fall 2007/ongoing	Initiated semi-annual meetings with Admissions staff in Fall 2007 and plan to continue on a regular basis.
		2. Develop plan to coordinate efforts with admissions to increase local school visits by 2 per semester.	Mindy O./Sarah S./Doug Greene	Fall 2008/ongoing	Admission increased Area XIV high school visits to 2x per year starting Fall 2007.
2. Increase retention of first-time, full-time students by 10% by the end of FY10.		Matt T./Retention Comm.			Currently track through IPEDS reporting; Info for FY 2007 cohort not available until October 15.

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Initiative 1: Increase student enrollment.					
	Strategies:				
3. Develop a new marketing image for Southwestern.					
	Strategies:				
	1. Assess current marketing strategies.	Marketing/Enr. Mgmt. Director	Spring/Summer 2007		Completed by ME&V.
		Actions:			
		1. Hire consultant to review current plan.	Marketing/Enr. Mgmt. Director	Fall 2007		ME&V hired as consultant; New marketing plan initiated Fall 2007.
Objectives:		**Responsible**	**Timeline for Completion**	**Resources Needed:**	Status:
	2. Conduct research to determine how internal and external publics view SWCC.				
		Actions:			
		1. Hire consultant to complete research necessary to provide framework for new marketing plan.	Marketing/Enr. Mgmt. Director	Fall 2007	included with review of current plan	Completed
	3. Establish and implement new marketing plan based on research and focused on goal of increasing number of recent high school graduates at SWCC.		Spring 2008		Completed
		Actions:			
		1. Develop fresh logo and carry new look/feel throughout all marketing/communications materials.	Marketing Dept.	Nov. 2007		90% of college materials have new logo; outside signage still needed.
		2. Begin to utilize web site as a sales tool to recruit students.	Marketing Dept.	Dec. 2007		Web site still under construction for Fall 2008; Launch of new web site set for October 2008.
		3. Increase visibility in area high schools through re-vamped high school visits and increased marketing efforts.	Marketing Dept./Admissions	Fall 2008/ongoing		New marketing campaign kicked off Fall 2007 with the "Smart Start Tours"; high school visits increased to 2x per year; new logo and tag line implemented in 90% of admissions materials.
		4. Develop TV and radio ads for target market (area HS students).	Markting Dept.	Develop and run Oct. 2007 through Aug. 2008		Completed; ads will run again December 2008 and run through July 2009.
		5. Create presence on MySpace and Facebook.	Marketing Dept./Admissions	Oct. 2007		SWCC Facebook launched Spring 2008; 170 members to date; Added "fan page" in Summer 2008 to focus more on campus events; still in progress.
		6. Increase direct mail to target audience.	Marketing Dept./Admissions	Dec. 2007 through Aug. 2008		Doubled mailings to students and future students beginning Fall 2007; Will continue mailings on an ongoing basis.
4. Review and expand programs and course offerings and delivery methods.					
	Strategies:				
	1. Complete needs assessment for workforce demands of Area XIV, Iowa and surrounding states.	Tom Lesan/Allan Higgins			Skills 2006 was last assessment completed; waiting on State to determine when next assessment is to be completed.
	2. Identify # of potential programs for possible implementation by 2010.				
		Actions:			
		1. Identify possible stand-alone programs for the Red Oak and Osceola Centers.	Jane B./Bill T.	Fall 2010		Actively investigating new inititives including hybrid courses, all online degrees and evening degree programming.
		2. Identify partnerships with area industry, business, and educational institutions to assist with implementation of new programs.	Jane B./Bill T.	Fall 2007; ongoing	ACE funding	FY 2008 - Electricians program with Capstone; Building needs have been identified for this program;Changes in 2008 legislation have slowed down the progression of this program. Currently investigating opportunities for FY 2009 ACE funding.
Goal 2: Target the recruitment of minority students.					
	Strategies (cont.):				
1. Target High Schools and communites with high populations of minorities for recruitment.					
	Strategies:				
	1. Research and identify needs of minority students.	Lisa C./Megan/Mindy O.			Currently working with Clarke HS ELL class to identify college planning needs of minority students

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Initiative 1: Increase student enrollment.					
	2. Increase visits to high schools with higher population of minorities.	Admissions/ Recruiting			Perry HS added for SWCC visits; Doubled visits to high schools with higher minority populations (Clarke, Lenox).
	3. Investigate the addition of a soccer program to encourage recruitment of Hispanic students.	Admissions/ Recruiting			The addition of soccer has been reviewed, however, additional student housing is critically needed to accommodate any increase in student athletes.
2. Be a leader in our communities by demonstrating and fostering a welcoming environment to students from different cultures and races.					
	Strategies:				
	1. Addition of a multicultural office.	Cabinet			
	2. Create a bilingual program and add bilingual promotional materials.	Instruction/Admissions/Mkt g.			No progress to date
	3. Sponsor minority fun-nights in the communities we serve.	Admissions/Housing	ongoing		Partnered with Union Co. Coalition in Feb. 2007 for Diversity Week to offer information on-campus; will continue additing to Diversity Week for 2009 with a food fair; Plans are in the works to host a Diversity Forum in 2009 in partnership with DMACC.
	4. Offer minority-targeted scholarships.	Stacy G./Ed. Foundation	Fall 2009/ongoing		SWCC Minority Scholarship will be offered starting Fall 2009 (~$250).
	5. Create cultural programs to fulfill General Education outcomes.	Jane/Bill T.			Cultural Awareness has been added to General Ed. Outcomes. Outcome areas have been approved as of Fall 2008; action statements are pending approval.
	6. Pursue alternate transporation sources to attend college and/or activities.				
		Actions:			
		1. Partner with Southern Iowa Trolley.			No progress to date
Goal 3: Expand and enhance student activities.					
Objectives:			**Responsible**	**Timeline for Completion**	**Resources Needed:**	Status:
1. Establish a Student Activities Committee.			Tracey Evans/Housing Directors	Fall 2008	Staff, faculty, student volunteers	Still in progress; currently working with dorm supervisors to organize; issues affecting progress include lack of budget and student interest.
	Strategies:					
	1. Promote current acitivites more effectively.		Tracey Evans/Housing Directors	ongoing		
		Actions:				
		1. Communicate via text messaging.	Admissions/Student Activities Dir.	Fall 2009		Still in progress; Admissions investigating the possibility of an admissions cell phone to send out text messaging to students which could be used for notification of student activities.
		2. Create a center for communication of activities.	Tracey Evans	Fall 2008		Student Activities Director initiates student communications for events; initiated communications via Facebook; SWCC Student ALL emails; monitors; posters; etc.
		3. Purchase a scrolling sign for campus to promote activities.	Tracey Evans	Fall 2009	funding for equipment.	Investigating; Main issue affecting progress include lack of budget.
	2. Effectively utilize existing facilities for student activities.		Tracey Evans/Housing Directors	Fall 2009		Master Facility planning process for 2008 will evaluate how building are used by students and how those spaces can be used more effectively.
	3. Broaden and increase activities occuring during the weekday and weekends.		Tracey Evans	Fall 2009		Lack of staff and budget; Currently evaluating student demand for evening and weekend events.
2. Increase and enhance available facilities. (see I4, G1, O1)						
	Strategies:					
	1. Develop Master Facilities Plan		Plng. Design Adv. Grp.	Jan. 2009		Currently in progress. Plan to be presented to BOT January 2009.

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Initiative 2: Develop alternative resources to support program and student needs.					
Goal 1: Increase funds available for instructional equipment through a 6 cent levy.					
Objectives:		**Responsible**	**Timeline for Completion**	**Resources Needed:**	**Status:**
1.Successful passage of Area XIV vote on September 11, 2007.					Complete
	Strategies:				
	1. Raise funds necessary to support marketing efforts for successful passage of 6 cent levy vote.	Tom L.	August 2, 2007	$7000.00 of outside funding	Complete
	2. Marketing of need to local communities.	Barb C./Tom L.	July - Sept. 10, 2007		Complete
Goal 2: Increase endowment levels.					Endowments grew by 5% ($51,867) in FY 08.
Objectives:		**Responsible**	**Timeline for Completion**	**Resources Needed:**	**Status:**
1. Identify ten new potential donors to cultivate and solicit support for identified college needs.		Stacy G./Barb C./EF Brd	Fall 2010/ongoing		Process to identfy new donors is ongoing as specific needs are identified for SWCC. For FY 08 (4/1/07 to 3/31/08), 42 new donors contributed to the EF from . To date (since 3/31/08), 90 new donors contributed to the EF.
	Strategies:				
	1. Determine SWCC/EF needs through strategic planning with EF board.	Stacy G./Barb C.	Jan-09		Partially completed through EF planning retreat Jan. 2008; Master Facility Planning process will complete the identification of SWCC facility needs.
	2. Establish data mining process to identify potential donors.	Stacy G.	Fall 2008		no progress at this time.
	3.Create marketing plan for EF to target new donors.	Inst. Adv./Ed Foundation	Fall 2008		In progress; new logo and materials defined; waiting for EF board approval October 2008.
2. Develop effective communications plan for existing donors.					
	Strategies:				
	1. Develop "7 touch" system for donor communication.	EF Dir. / Board	Fall 2009		EF newsletter sent 2x per year; Southwestern Magazine sent out 2x per year; Updating EF database for use with birthday/anniversary contacts, email contacts; Continue to increase personal visits.
	2. Implement annual donor statement.	EF Dir.	Fall 2009	~$4000	reporting available with new acctg system to be put into place by April 1, 2009.
3. Develop plan to establish and create support for a Southwestern Alumni program.					
	Strategies:				
	1. Create committee to provide direction and input.	Stacy G.	Fall 2007		iConnet committee met in Fall 2007; ongoing
	2. Plan two new activities/events per year.	iConnect Comm.	Fall 2008/ongoing		Nursing alum planned for May 2009. Second event yet to be decided. Limited to budget and staff time.
	3. Establish an Alumni Scholarship program.	iConnect Comm.	Fall 2010	$50,000 endowment to produce interest of $2500 per year.	Establishing contact with alums started with summer 2008 Southwestern magazine; contact to continue over 2008-2009 academic year with more targeted solicitation efforts beginning fall 2009.

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Initiative 2: Develop alternative resources to support program and student needs.					
Objectives:		**Responsible**	**Timeline for Completion**	**Resources Needed:**	**Status:**
4. Hold two "friend-raising" events that promote Southwestern and the Education Foundation.					
	Strategies:				
	1. Hold Donor/Scholar Celebration.	Stacy G./Deb T.	Fall 2008/ongoing	$5,000	Fall 2008 event planning in progress.
	2. Hold internal donor appreciation.	Stacy G./Deb T.	2009/ongoin	$5,000	still in progress; currently reviewing purpose and ROI due to lack of available budget.
Goal 3: Pursue grant opportunities that support strategic initiatives.					
Objectives:		**Responsible**	**Timeline for Completion**	**Resources Needed:**	
1. Develop process to coordinate and facilitate an internal grants development process.					
	Strategies:				
	1. Create an Internal Review Board to evaluate, track and manage internal proposals.	Stacy G./Mindy O.	Fall 2009		no progress to date. Mindy O. no longer SWCC grant writer. Currenlty evaluating grant program and need for IRB.
	2. Create an internal repository for institutional information to be used for consistency in grant proposals.	Stacy G./Mindy O.	Fall 2009		no progress to date. Mindy O. no longer SWCC grant writer. Currently evaluating grant program and need for IRB.
2. Develop opportunities for internal grants training and development.					
	Strategies:				
	1. Provide two 3-hour segments for grants training to faculty and staff and coordinate it so that faculty can receive x hrs of non-academic professional growth.	Stacy G./Mindy O.			no progress to date. Mindy O. no longer SWCC grant writer. Currently evaluating grant program and need for IRB.
3. Identify and pursue 2 major grant sources for use by SWCC.		Stacy G./Mindy O.	Spring 2008		Title III: Strengthening Institutions Grant identified to establish a Student Success Center. Currently gathering information and data to support an application for 2010.
	Strategies:				
	1. Develop proposal for Cabinet review and approval.				Proposal for Student Success Center (Title III) in process.
	2. Secure funding for outside consultant.			Pd with % of grant funds.	no progress at this time.

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Initiative 3: Improve accountability for student learning and success.					
Goal 1: Improve access to, availability, collection, maintenance and interpretation of data.					
Objectives:		**Responsible**	**Timeline for Completion**	**Resources Needed:**	**Status:**
1. Enhance current information system for efficiency in the student service areas.					
	Strategies:				
	1. Provide student with electronic means to view, accept and understand financial aid awards in a system that will also allow data to be moved back into our financial aid files.	Financial Aid Staff; IT Department	January 31, 2010	Staff time, funding for special programming/software	No progress at this time.
	2. Review collection and maintanence of student data, class schedules, billing, etc.	Karen T./Sandy W./Stacy G.	Fall 2009/ongoing		Creation of a data clearinghouse in progress; clearinghouse would provide student data in a comparision format to assist in identifying trends and issues. Currently in the process of identifying data needed.
	3. Review process for federal and state reporting of student data.	Karen T.	Fall 2008/ongoing		process assessed annually;
	4. Develop plan to ensure that faculty and staff are adequately trained to use the administrative software.	Jolene G./ HR	Fall 2009		Breakout sessions for faculty/staff are being considered for the Fall 2009 all-staff in service.
	5. Develop a process to collect, analyze and report data regarding PSEO write-offs in order to provide information to make data-driven decisions.	Student Accts./Accounting	Fall 2009		In process
2. Expand process of collecting student satisfaction and success data.					
	Strategies:				
	1. Evaluate data collected and the collection processes.	Karen T./Stacy G./Pat Butcher/Marilyn W.	Fall 2009/ongoing		Creation of a data clearinghouse in progress; clearinghouse would provide student data in a comparision format to assist in identifying trends and issues. Currently in the process of identifying data needed.
	2. Develop plan that will centralize the data collection process, prioritize data collected, and provide accurate data through efficient means.				
3. Improve the process of evaluating student learning outcomes.					
	Strategies:				
	1. Develop a comprehensive plan to effectively manage and develop adjunct faculty.	Doug G./Instruction			
	Actions:				
	1. Create an institutional, all-faculty handbook (includes adjuncts).	Doug G./Ctrs /Faculty Chairs	ongoing		Adjunct Handbook completed for Fall 2007; Updated for Fall 2008.
	2. Create a comprehensive process to evaluate adjunct faculty to include self evaluation along with student evaluation.		ongoing		Initiated Fall 2007; ongoing
	3. Create an orientation process for adjunct faculty to connect with FT faculty and be included in the assessment process.		ongoing		Initiated Fall 2007; ongoing
	2. Create a database/clearinghouse for instructional learner outcomes.	Jane	Spring 2009		50% of all currently offered courses have been submitted outcomes; a database is to be developed and functional by Spring 2009.

Initiative 3: Improve accountability for student learning and success.					
4. Enhance the effectiveness of the advising process.					
	Strategies:				
	1. Create a student success center where academic advising is centralized in one location preferably with proximity to assessment and career services.	Deb Pantini	Fall 2010	Facilities/Offices; Salaries for FT advisors	Title III: Strengthening Institutions Grant identified to establish a Student Success Center. Currently gathering information and data to support an application for 2010.
		Actions:			
		1. Research specifics of advising centers already established.	Deb Pantini	Fall/Spring 2008/2009	Visits made to IWCC program summer 2008.
		2. Find suitable location for a student success center with proximity near assessment and career services.	Deb P./PDAG	Spring 2009	Working with Planning Design Advisory Group(PDAG) to identify possible space for the center.
		3. Hire full-time advisors.	Deb P./Cabinet	Spring 2011/Fall 2011	$75,000 (3 @ $25,000)	Dependent on success of a Title III grant application.

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Initiative 4: Be proactive in meeting student expectations with innovative, effective, student-centered scheduling, delivery and staffing.					
Goal 1: Monitor and expand facilities plan to improve existing buildings as well as adding new buildings for student dormitories, classes and activities.					
Objectives:		**Responsible**	**Timeline for Completion**	**Resources Needed:**	**Status:**
2. Identify a long range solutions plan to meet current and future facility and infrastructure needs.					
	Strategies:				
	1. Investigate the possiblity of using an outside facility planning firm to assist with evaluation of current facilities; assessment of needed facilities; and design of campus wide facilities plan.	Cabinet	Spring 2008	~$50,000	Shive Hattery retained to develop MFP; Process started September 2008; In progress.
	1. Poll students and potential students for needed/wanted improvements.	Plng/Design Adv. Grp.	Jan. 2009		In progress
	2. Evaluate the need for a future bond issue and/or grant opportunities to address funding for identified facility needs.	Cabinet	Jan. 2009		To be evaluated with the completion of the MFP process.
	3. Assess updates to existing facilities.	Plng/Design Adv. Grp.	Jan. 2009		To be determined through MFP process.
	2. Complete remodeling of the Red Oak Center	Tom Lesan/ Sara Smith	Fall 2009		Completed
Goal 2: Develop plan to manage increasing online and high school programs.					
Objectives:		**Responsible**	**Timeline for Completion**	**Resources Needed:**	**Status:**
1. Expand capacity and continue to grow online programs.					
	Strategies:				
	1. Assess current faculty, technology and support resources available.	Tech Comm./Doug G.	Spring 09/ongoing		In progress. Ecompanion is used by more SWCC instructors; online registration of students was implemented for Summer 2008.
	2. Investigate an increase of hybrid course offerings.	Jane/Bill T.	Fall 2009		In progress; possible implementation of hybrid courses for summer 2009.
	3. Development plan to implement alternative course scheduling.	Jane/Bill T.	Fall 2009		Evening AA degree to be implemented for Fall 2009; Implemenation of hybrid courses for summer 2009.
	4. Promote to Area HS students and counselors.	Doug G.	Spring 08		Courses restricted to HS students only intitiated Fall 2007. There has been an increase of 160% from Fall 2007(48 HS students) to Fall 2008 (125 HS students). The Couselor Day for Spring 2009 will have dedicated time for online program promotion.

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Initiative 4: Be proactive in meeting student expectations with innovative, effective, student-centered scheduling, delivery and staffing.					
Objectives:		**Responsible**	**Timeline for Completion**	**Resources Needed:**	**Status:**
2. Assess the success of current students enrolled in high school and online programs.					
	Strategies:				
	1. Develop method to measure the success of students in HS and online programs.	Mindy D./ Doug G.	Fall 2009		In progress. The success of HS students enrolled in restricted online courses will be compared to those HS students enrolled in any online course through the 2008-2009 assessment process. The HS/PSEO orietation program will be modeled after our success seminar to bring more one-on-one, hands on training to the HS student enrolled in SWCC courses.
3. Evaluate and enhance the long range plan for instructional technology needs.					
	Strategies:				
	1. Monitor the use of current software and technology to assess potential need for updates or replacement.	Tech Comm.	Fall 2008/ongoing		Annual equipment requests and the three-year computer replacement plan have been integrated and are coordinated; Tech Comm. Is in process of creating a three-year software/non-tech equipment plan that mirrors the process used for the computer replacement plan.
	2. Develop alternative forms and resources to meet the instructional expectations of students and faculty.	Ann C./LRC	Fall 2009/ongoing		Currently investigating Web 2.0 as resource for faculty and students; student response "clickers" currently being used by nursing faculty to instantly assess student learning.
	Actions:				
	1. Assess the expectations of faculty and students.	Ann C./LRC	Fall 2008/ongoing		In progress; Tech Committee will review their purpose and direction for the 2008-2009 year. Issues for discussion will include identifying the Tech Committee as a "clearinghouse" for all college hardware and software needs and creating a three year plan for all tech needs of the college.
4. Determine how increasing online and High School programs will impact the future of Southwestern.					
	Strategies:				
	1. Assess the effects on instruction, faculty hiring practices, enrollment numbers and technology needs.	Doug G./Mindy D./Jane/Bill T.	ongoing		Staff is currently monitoring growth, which continues to increase at a steady pace each semester. Issues with growth include staffing; the possible autonomy of the online program; The direction of the online program is dependent on how big we want it to be.
	2. Determine the cost effectiveness, return on investment and future trends of expanding online and high school programs.	Doug G./Mindy D./Jane/Bill T.	ongoing		In progress; Staff need direction as to what information is needed to make an informed decision on the future of the online program.