

***GOALS  
AND  
DIRECTIONS***

FOR  
SOUTHWESTERN COLLEGE  
IN  
WINFIELD, KANSAS



APPROVED BY THE  
BOARD OF TRUSTEES  
APRIL 19, 2008

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## THE SOUTHWESTERN COLLEGE VISION AND MISSION STATEMENTS

### Our Vision

Southwestern College in Winfield, Kansas,  
is a learning community  
dedicated to

- intellectual growth and  
career preparation,
- individual development and  
Christian values,
- lifetime learning and  
responsible citizenship, and
- leadership through service  
in a world without boundaries.

### The Mission of Southwestern College

Southwestern College is a private institution of higher education directed by a Board of Trustees and related historically and by covenant to the Kansas West Conference of The United Methodist Church. Founded in 1885, it offers bachelor's and master's degrees.

Southwestern College:

- Sets standards for admission that expect the successful completion of specific pre-college requirements.
- Requires students to participate in an integrative studies program that is congruent with the liberal arts: oral and written communication skills; creativity; wellness; historical, cultural, and environmental understandings.
- Welcomes students who have begun their studies at other colleges or universities and sets policy to let those credits transfer readily to Southwestern.
- Offers programs leading to baccalaureate degrees that serve as foundations to professional development, graduate study, and certification in selected areas.
- Offers specific programs for degree completion, and encourages those employed full time to continue their learning.

- Offers programs for the emerging learning society that stress enrichment, enhancement, and personal growth.
- Invites students to live in its residential community and participate in activities that enhance development of interpersonal relations and leadership potential.
- Challenges students to take responsibility for the future of society, and affirms the role of individual Christians in shaping a world that preserves honesty and integrity and nurtures communities of service and care.
- Operates solely within the limits of income from tuition and fees and financial gifts from alumni and friends.

### **Introduction**

The Goals attempt to paint, in broad brush strokes, a picture of what Southwestern College aspires to become by the fall of 2013. Of course, change is constant, inevitable, and frequently unpredictable. Therefore, every three years the goals are reviewed and updated by the presidentially-appointed Task Force on the Future of Southwestern College. These goals then are reviewed by the Board of Trustees, further refined based upon board input, and acted upon.

The directions and steps are designed to focus and prioritize the college's efforts to obtain its goals. They are revised each year under the guidance of the Planning Council. Analysis of the college's strengths, weaknesses, opportunities, and threats (SWOT), which contains input from a broad range of stakeholders, is obtained every three years. The Planning Council updates the directions and presents changes to the Board of Trustees, first for its review and, after further refinement based on board input, for action.

### **Quality and Leadership Statement**

Southwestern College will offer undergraduate degrees in a residential setting for traditional age students, undergraduate degree completion programs online and on ground adult learners, and graduate degrees online and on ground for both full-time and part-time learners. The college will continue to build on its legacy of outstanding graduates who serve society as leaders in the workplace, the community, and the church.

The student body of Southwestern will be a diverse group of talented students. They will be well prepared and eager to learn. The college's emphasis on the development of leadership skills in service to others will result in its students

making positive contributions to society in a world without boundaries.

The college will emphasize its comprehensive nature and its commitment to meeting the educational needs of many different kinds of learners. Consequently, it will enjoy a growing regional reputation for the quality and completeness of its educational program. This quality and completeness will be reflected in the success of its graduates.

The college will be ranked among the top tier of Midwestern regional comprehensive colleges in the US News and World Report America's Best Colleges report. Indicators of quality (NSSE results, SSI results, assessment of academic outcomes, etc.) will continue to indicate high levels of engagement and satisfaction among the college's students. Accreditation by the Higher Learning Commission of The North Central Association will be maintained.

The college will continually foster a vibrant and mutually beneficial relationship with The United Methodist Church, the Kansas West Conference of The United Methodist Church, and churches throughout the college's service area. The college will support the work of church clergy, lay leaders, congregations, and institutions. The church, in turn, will provide financial support for the college and will work actively to aid the college's recruitment of students from its congregations.

The Southwestern College Board of Trustees will be diverse, talented, and proactive in maintaining year-round involvement with the college and its programs. Trustees will participate in orientation and training opportunities that foster the development and exercise of their leadership abilities. The board will work actively, in accordance with a profile of desired attributes, to cultivate and recruit new board members. Trustees will exemplify philanthropic leadership for the college's many constituencies through their 100% participation in financial support of Southwestern and through active, personal outreach to individuals and organizations who can provide financial support for the college.

The college's administrative leadership will create an environment in which quality improvement is emphasized and valued. Administrators will exemplify a commitment to professional development and the application of best educational practices to the work of the college.

## **1) RELATIONAL GOAL: 10-YEAR VISION**

Southwestern's relationship with its alumni and friends will be in the spirit of long-term cooperation and mutual benefit. Attending Southwestern will result in a connection to the institution that sustains a lifelong commitment to the college.

The college will provide its alumni and friends with multiple opportunities for service through:

- financial support of students and programs,
- consultation with faculty and staff,
- internships, mentoring, and career development assistance for current students,
- recruitment of new students,
- service on college boards and committees.

The college also will provide its constituencies opportunities for personal growth and development through academic course work, performing arts presentations, public lectures and seminars, and other offerings.

Southwestern will seek out its alumni for volunteer participation in the promotion of the college for recruitment, retention, and fund-raising purposes. By developing programs that encourage active engagement with the college and that enhance alumni pride in Southwestern College, the institution will achieve an increase in alumni who give and their total yearly donations (see appendix A, page 10).

Southwestern College will target both internal and external markets with messages that promote the college's vision, achievements, and capabilities in order to support recruitment, retention, and fund-raising activities. These messages will highlight the college's commitment to academic excellence, service learning, access to higher education for a variety of ages and life situations, leadership in technology access, Christian values, and the United Methodist connection in ways that differentiate Southwestern from community colleges, public four-year colleges, and other post-secondary choices.

Southwestern will actively seek networking opportunities to enhance access to talent, expertise, and resources. The college will pursue best practices and benchmarking when assessing its activities and efforts.

## **3-YEAR DIRECTION AND 1- YEAR STEPS**

**Southwestern College will cultivate increased support for the institution.**

- A. Increase awareness of SC among college bound students.
- B. Increase volunteer assistance in recruitment, retention and fundraising efforts.

## **2) FINANCIAL VIABILITY GOAL: 10-YEAR VISION**

Southwestern's financial situation will be sufficiently strong to fund the vision of the college. Its \$40 million endowment (see appendix B, page 10) will be used in accordance with spending and reinvestment policies that will provide for internal growth in the endowment corpus. The college will receive \$4 million each year in gift income, (see appendix C, page 11) of which \$1 million (see appendix D, page 11) will be unrestricted gifts to the Annual Fund.

On the main campus, a minimum of 25% of institutional financial aid will be funded through the endowment (see appendix E, page 12). The college's simple tuition discount rate will not exceed 40% of tuition revenue (see appendix F, page 12). The college will pursue aid policies designed to attract talented and qualified students while providing necessary support for those whose financial means are limited.

Professional Studies tuition will be in line with other institutions. Specific attention will be given to employer and military reimbursement programs.

The faculty, administration, and staff of the college will evince their commitment to the institution's economic viability through their 90% participation in financial support each year (see appendix G, page 13).

## **3-YEAR DIRECTION AND 1-YEAR STEPS**

**Southwestern College will pursue competitive tuition strategies and aggressive fund raising and constituent development.**

- A. Maintain or exceed 12% of financial aid being funded by endowed scholarships.
- B. Set competitive institutional aid policies on the main campus to help ensure a simple tuition discount rate of no more than 40%.
- C. Raise \$825,000 in unrestricted giving and \$900,000 for the endowment.
- D. Increase financial support by 10% from the previous year and participation from alumni by 10% from the previous year.
- E. Implement and begin execution of a new campaign.
- F. Limit spending of endowment earnings to 6% of the three-year trailing average of the endowment's total value.

### **3) EDUCATIONAL GOAL: 10-YEAR VISION**

Southwestern will offer learning opportunities that are innovative, encourage integration of knowledge, and foster a commitment to lifelong learning.

Hallmarks of learning at Southwestern will include: increased levels of inquiry, critical thinking, and self-reliance; active and collaborative learning between students and faculty, faculty and faculty, students and students, and the campus community and the greater community; and student-focused and technology-enhanced learning activities.

The college will offer a curriculum as set forth in the College Vision Statement. The college will encourage the application of rigorous educational standards for faculty and students; its academic programming will evolve to meet the needs of society. The college's commitment to excellence in teaching and learning will be guided by a pledge to employ best practices in higher education.

The college will expand learning opportunities in partnerships with businesses, industries, schools, churches, professional organizations, government, and communities; and summer programs.

### **3-YEAR DIRECTION AND 1-YEAR STEPS**

**Southwestern College will expand its response to the educational needs of a wide range of students.**

- A. Implement an athletic department statement of purpose.
- B. Continue systematic program review at the main campus and at Professional Studies.
- C. Implement and integrate a strategic planning process for the main campus academic unit.
- D. Continue to strengthen faculty development at Professional Studies.
- E. Increase, support, and assess off-campus learning initiatives for main-campus students through internships, study abroad, field trips, cross-cultural experiences, and research opportunities

#### **4) ENROLLMENT GOAL: 10-YEAR VISION**

The main campus student body will include at least 700 students, 450 of whom will reside on campus (see appendix H, page 13). They will come to the college from a broad geographic area to pursue a wide range of interests and activities. Key attributes will include the following: first-time, full-time freshmen will have an average high school GPA of 3.3 (see appendix I, page 14), an average ACT of 23 (see appendix J, page 14). Retention rates for first-time, full-time freshmen will be as follows: more than 90% will return the second semester, 75% will return the third semester (see appendix K, page 15), and 60% will graduate within six years.

The student body on the main campus will have a broad representation of racial, cultural, and geographic background. Efforts will be in place to meet or surpass 6% international students and 20% AHANA (Asian, Hispanic, African American, Native American) (see appendix L, page 15).

The Professional Studies' student body will include 2,000 undergraduate degree-completion and graduate students who will study at Professional Studies centers or complete courses and degrees through distance learning opportunities (see appendix M, page 16).

Regularly added new programs on both the main campus and Professional Studies will meet market demands and enhance student recruitment efforts by creating and aligning courses, majors, and programs with regional, national, and international market interests.

#### **3-YEAR DIRECTION AND 1-YEAR STEPS**

**Southwestern College will grow in student numbers to 625 on the main campus, 900 in professional studies and SC online, and 250 in graduate programs for a headcount of 1,775.**

- A. Develop specific recruitment efforts to increase academic program enrollment throughout the main campus.
- B. Develop more detailed reporting to monitor and measure retention.
- C. Build, refine, integrate, and market a total freshman experience to meet retention goals.
- D. Identify two new market areas for focused main campus recruitment.
- E. Identify and develop new Professional Studies' offerings based on market needs.

## **5) FACULTY AND STAFF GOAL: 10-YEAR VISION**

Southwestern's faculty and staff will be well qualified and well compensated. A commitment to the ideals of the institution and to its students will characterize all who work for the college. Orientation programs and in-service updates will foster in all employees an understanding of and commitment to Southwestern's vision.

The college's main campus academic program will be offered in intimate and challenging learning environments that feature a faculty: student ratio of 1:15 (see appendix N, page 16). Of the main campus full-time faculty, 85% will hold the highest degree in their field (see appendix O, page 17). The salaries of full-time faculty will equal or exceed the 50th percentile of faculty salaries paid by Carnegie IIB church-related colleges (see appendix P, page 17). The college will provide financial and other support for the faculty's professional and scholarly development.

Professional studies courses will feature a faculty: student ratio of 1:15 (see appendix N, page 16). Faculty will be selected through a rigorous evaluative process and their performance will be carefully and systematically evaluated. Professional studies faculty members will be provided appropriate opportunities for professional development focused on effective teaching.

The college will establish and pursue plans to enhance the compensation of administrators and staff members, will consider the feasibility of developing a merit-based or performance-based compensation programs that encourage innovation and excellence in their work, and will provide financial and other support for their professional development.

### **3-YEAR DIRECTION AND 1-YEAR STEPS**

**Southwestern College will enrich its human resources.**

- A. Ensure that faculty raises exceed the cost of living increases.
- B. Address training needs identified by the annual employee satisfaction survey.
- C. Determine method for measuring performance appraisals outcomes.

## **6) FACILITIES AND TECHNOLOGY GOAL: 10-YEAR VISION**

Southwestern will strive to have all facilities up to date, accessible, and student centered. Their safety, flexibility, usefulness, and attractiveness will enhance the institution's image. College facilities will be sited in accordance with a campus master plan and will be designed and constructed in compliance with campus standards guaranteeing the architectural unity of the college. The college's plan requires professionally maintained and renovated facilities adequately supported by the college's budget.

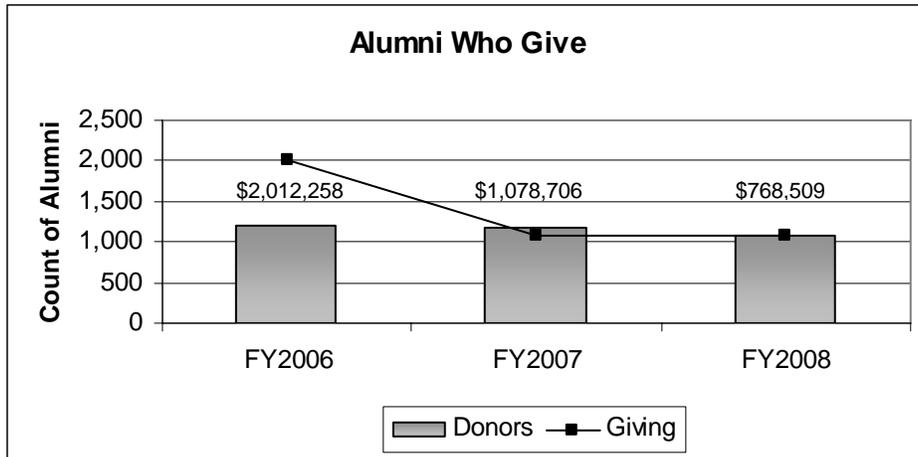
Using appropriate and emerging technology, Southwestern will provide students, staff and faculty a technology-driven learning community. College buildings will be appropriately equipped, to the greatest extent possible, for wireless connectivity. Appropriate access to the college's website will be extended to alumni and friends, with users being able to choose from a varied menu of services.

### **3-YEAR DIRECTION AND 1-YEAR STEPS**

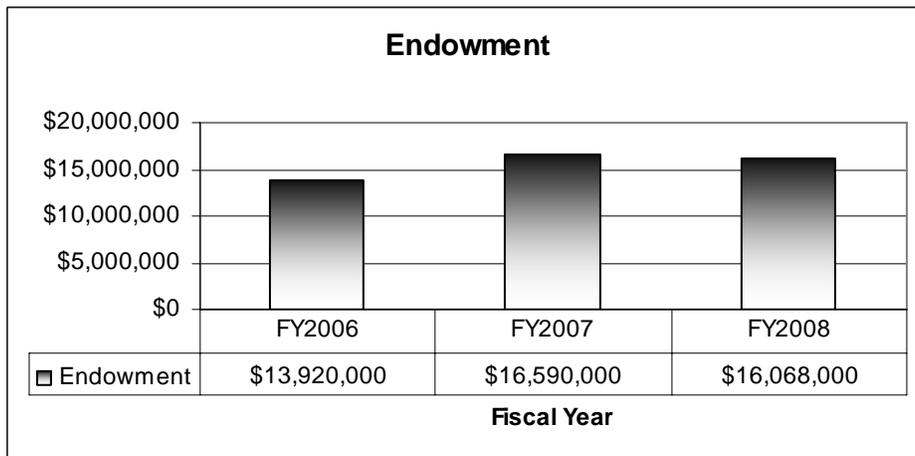
**Southwestern College will expand, improve, and fully utilize its facilities and technology.**

- A. Continue to upgrade and maintain residential living spaces.
- B. Continue to develop a plan to remodel Christy Administration Building/ Richardson Auditorium.
- C. Continue to upgrade the quality of the college library facilities and resources.
- D. Develop on-going training for users of the web-enhanced administrative software.
- E. Assess, design and install an Intranet backbone including wiring and hardware upgrades.
- F. Begin implementation of the five-year plan for all facilities to be ADA compliant.
- G. Develop a plan to upgrade campus landscaping.
- H. Begin implementation of the five-year plan for repairing and maintaining the main campus facilities.
- I. Develop a plan for upgrading the campus phone system.

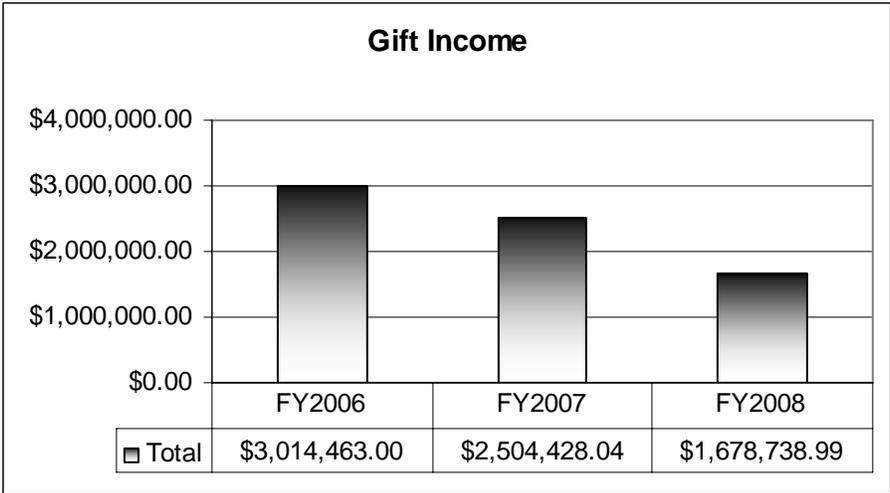
### Appendix A



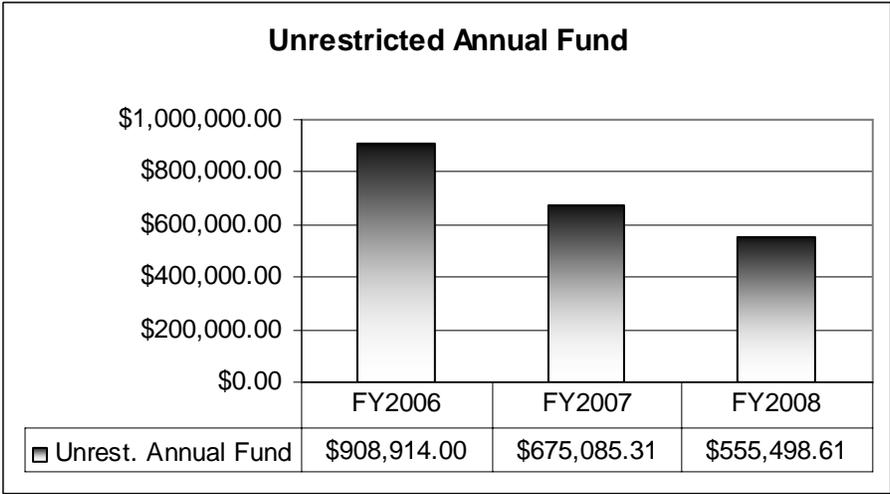
### Appendix B



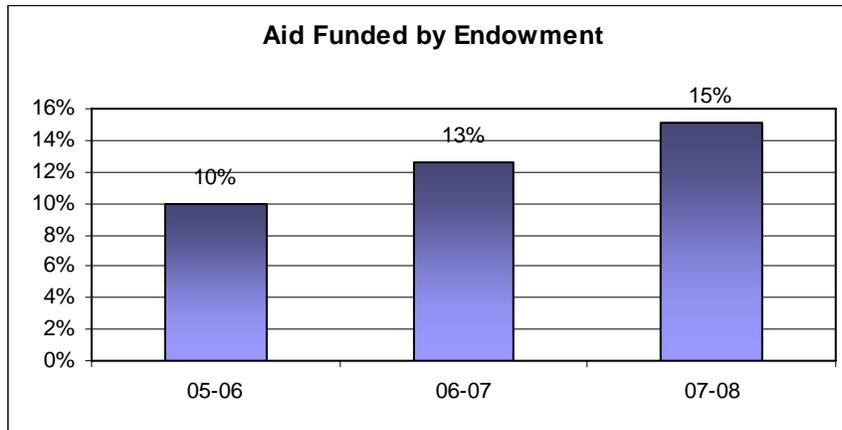
Appendix C



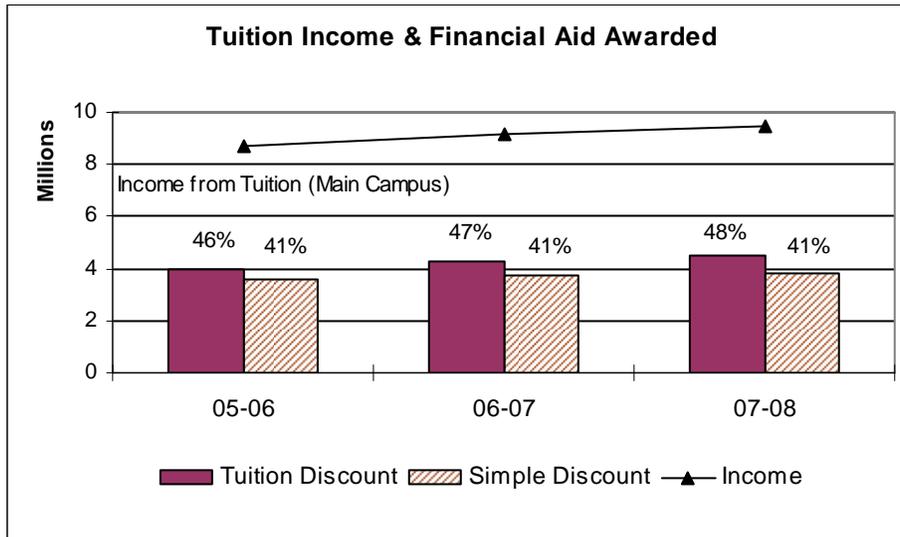
Appendix D



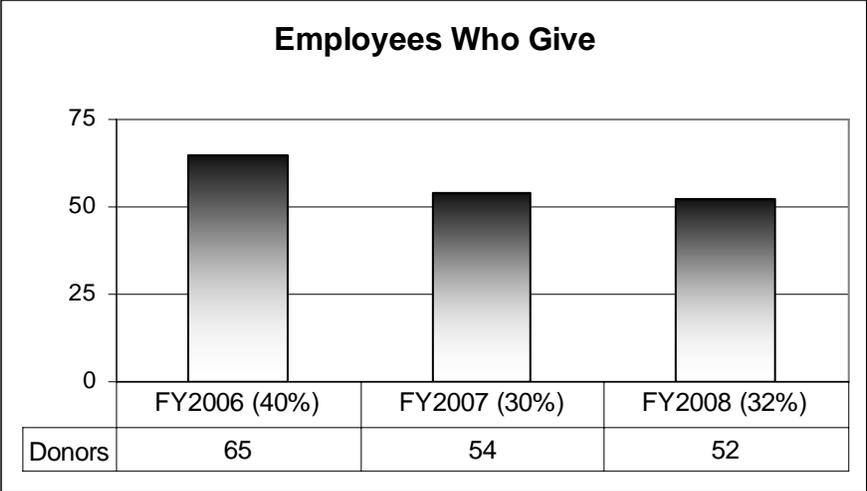
### Appendix E



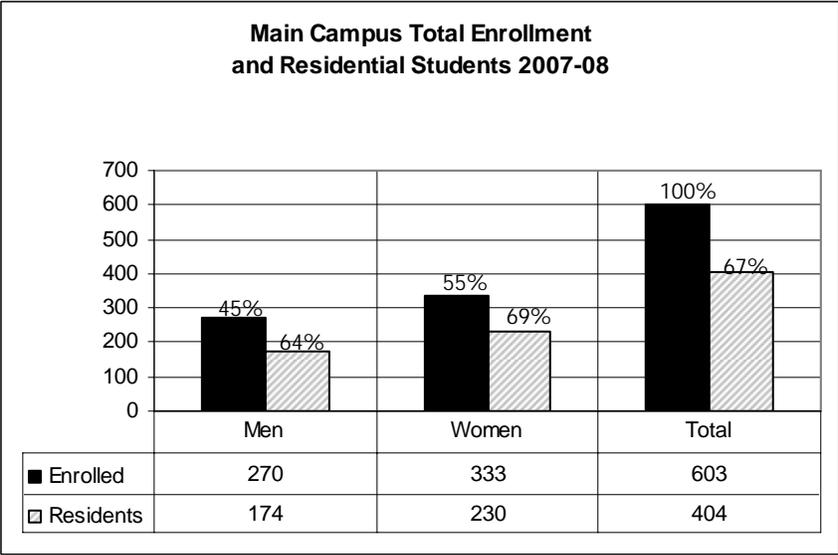
### Appendix F



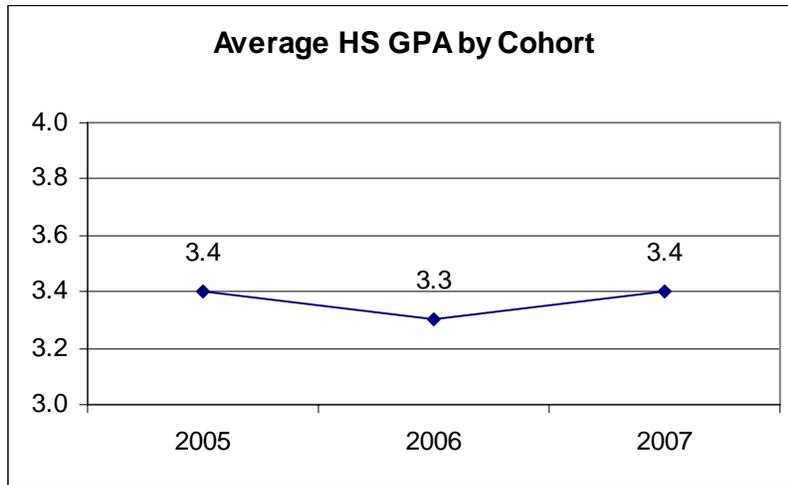
Appendix G



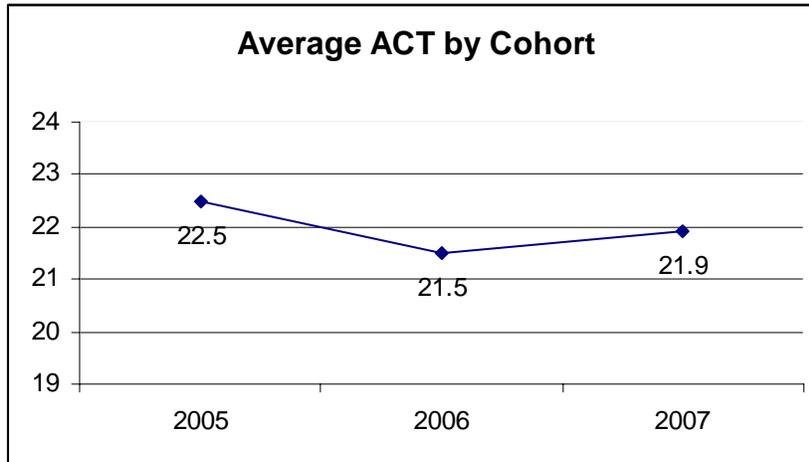
Appendix H



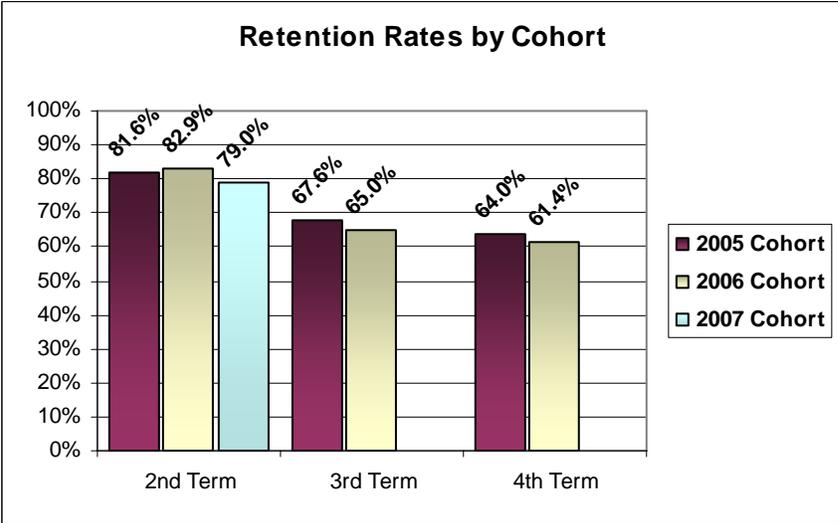
Appendix I



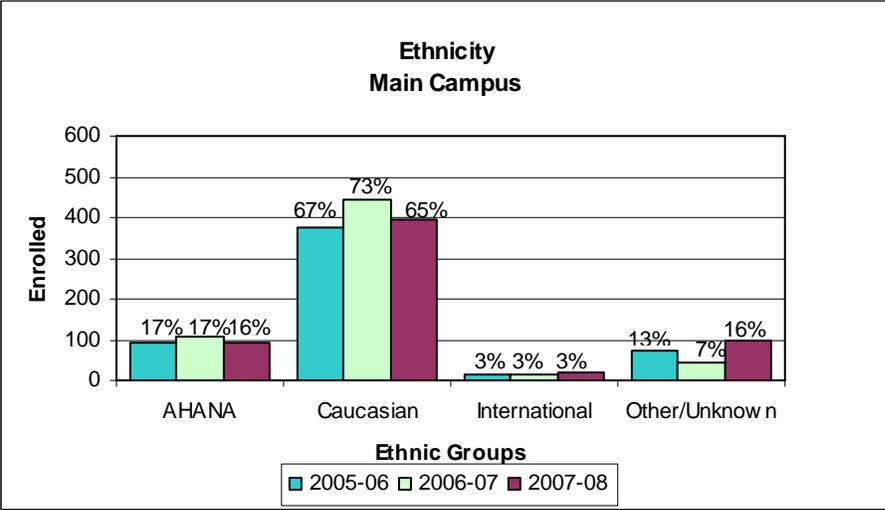
Appendix J



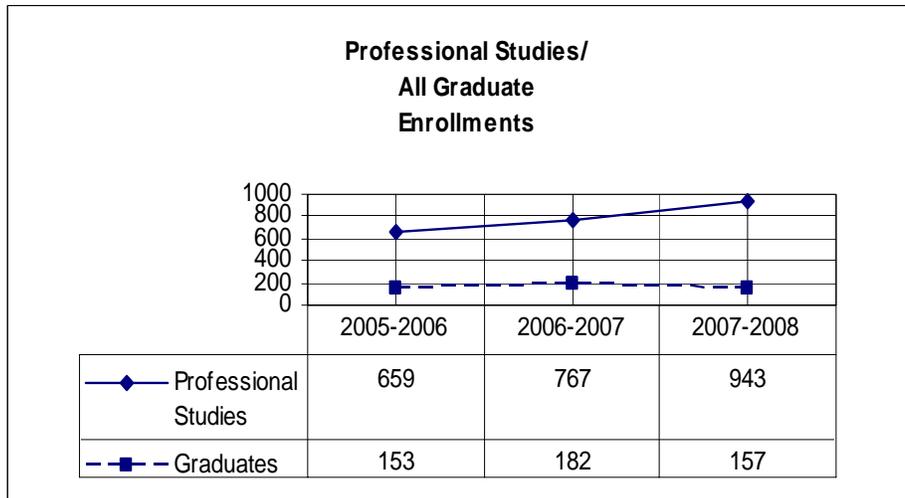
Appendix K



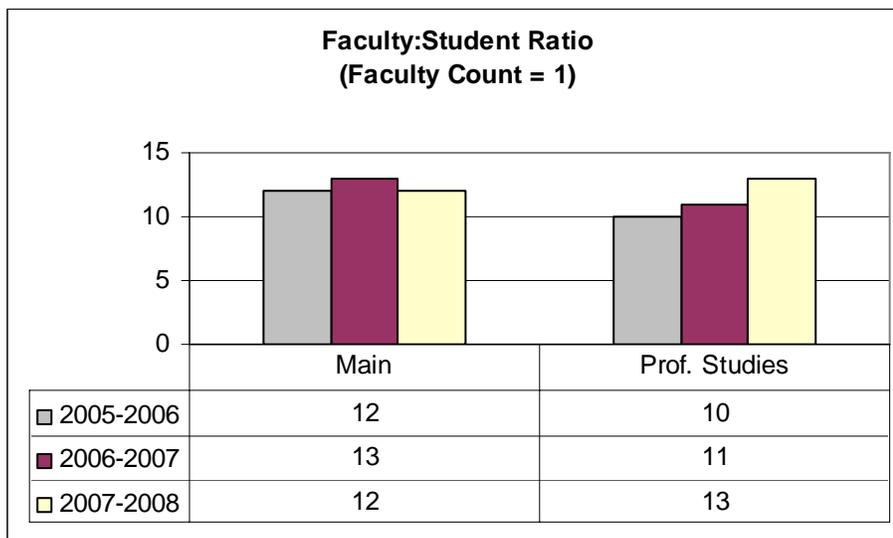
Appendix L



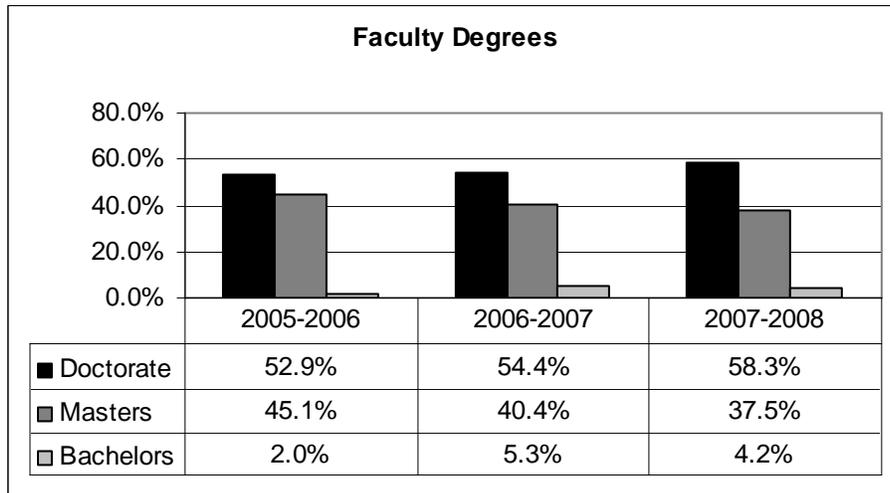
### Appendix M



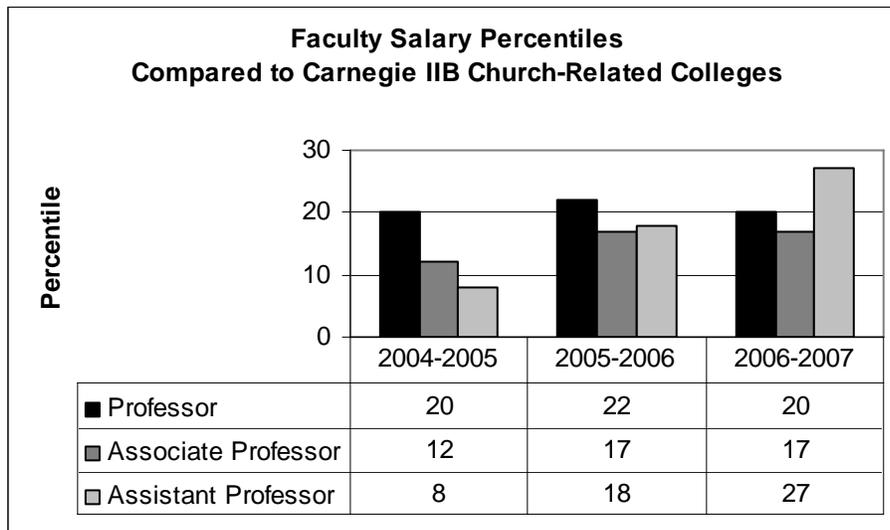
### Appendix N



### Appendix O



### Appendix P



**CONTINUOUS THREE-YEAR PLANNING CYCLE  
AT SOUTHWESTERN COLLEGE**

Both the ten-year goals and three-year plans are continuously monitored. Every year the trustees will act on the three-year directions and steps. Every three years they will act on the ten-year goals. Three-year timeline for trustee action:

January 2009	Trustees will <ul style="list-style-type: none"><li>- review directions</li><li>- review draft directions</li><li>- review draft goals</li></ul>
April 2009	Trustees will <ul style="list-style-type: none"><li>- act on directions</li><li>- act on goals</li></ul>
January 2010	Trustees will <ul style="list-style-type: none"><li>- review directions</li><li>- review draft directions</li></ul>
April 2010	Trustees will <ul style="list-style-type: none"><li>- act on directions</li><li>- reaffirm goals</li></ul>
January 2011	Trustees will <ul style="list-style-type: none"><li>- review directions</li><li>- review draft directions</li></ul>
April 2011	Trustees will <ul style="list-style-type: none"><li>- act on directions</li><li>- reaffirm goals</li></ul>
April - Dec. 2011	Stakeholders input and analysis Futures Task Force formed and functioning

## CONTRIBUTORS

In January 2008 members of the Planning Council brought an update of the directions, and steps to the Board of Trustees for their review and input. The revised three-year directions and steps were approved by the board April 19, 2008.

Special thanks are extended to Margaret Robinson for final production of this document.

### MEMBERS OF THE PLANNING COUNCIL 2007-2008

Stephen K. Wilke, chair

Terry Barnett, Faculty Chair

Jeni McRay, Director of Academic Affairs of Professional Studies

Margaret Robinson, Director of Institutional Research

Members with three-year terms:

David Gardner	2005-2008	Joni Rankin	2007-2010
Leslie Grant	2005-2008	Dan Falk	2007-2010
Terry Quiett	2005-2008	Crystal Peng	2007-2010
Sunni Sheets	2006-2009		
Darin Hart	2006-2009		
Stephen Woodburn	2006-2009		

### MEMBERS OF THE PLANNING COUNCIL 2008-2009

Stephen K. Wilke, chair

Terry Barnett, Faculty Chair

Gail Cullen, Director of Academic Affairs for Professional Studies

Margaret Robinson, Director of Institutional Research

Members with three-year terms:

Sunni Sheets	2006-2009	David Gardner	2008-2011
Darin Hart	2006-2009	Veronica McAsey	2008-2011
Stephen Woodburn	2006-2009	Jessica Hornbostel	2008-2011
Joni Rankin	2007-2010		
Dan Falk	2007-2010		
Crystal Peng	2007-2010		