

**GOALS
AND
DIRECTIONS
FOR
SOUTHWESTERN
COLLEGE**

**APPROVED BY THE
BOARD OF TRUSTEES
APRIL 14, 2000**

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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 expects 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.

G 2010
GOALS FOR EXCELLENCE

Introduction

G 2010 attempts to paint, in broad brush strokes, a picture of what Southwestern College hopes to become by the fall of 2010. Unlike the strategic plan, this goals document does not attempt to identify issues of priority, scheduling, or implementation. In its visioning of the Southwestern College of 2010, the Task Force on the Future of Southwestern College realizes its limitations. It has worked to create that vision based on assumptions the college and its world would continue somewhat as they are today. However, change is constant, inevitable, and frequently unpredictable. Therefore, the task force is fully aware this document will need to be reevaluated and updated on a regular basis.

Southwestern College aspires to implement its vision with innovation and excellence. This document looks ten years into the future to give an overview of the college as it strives to become acknowledged as an outstanding comprehensive regional institution:

THE PREMIER COLLEGE OF KANSAS

1) POSITION GOAL

Southwestern College will offer undergraduate degrees in a residential setting, degree completion programs for non-traditional students, and graduate degrees for part-time learners. The college will provide its students an intimate and challenging environment while using current technology to expand and enhance access to its program. 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 college will enjoy an enhanced reputation for the quality and completeness of its educational program and its emphasis on educating the whole person. The quality of the college's educational program will be reflected in the success of its graduates in seeking admission to graduate study and in their professional success and advancement.

The college will be ranked among the top-quality first tier regional liberal arts colleges in the *US News and World Report* America's Best Colleges report and will continue to be included in the *John Templeton Honor Roll of Character Building Colleges*. Full accreditation from the North Central Association of Colleges and Schools 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 region served by Southwestern. The vitality of this partnership will be reflected, on the part of the church, in financial support for the college's students and programs, and in students recruited by the college through its church relationships. On the part of the college, the partnership will be reflected in the college's work to foster and support the work of church clergy, lay leaders, congregations, and institutions.

Connection to the 2000-2003 strategic plan: supported by the entire plan
Implementation: primary leadership by the President and the Board of Trustees
Budget support: total budget

2) LEARNING OPPORTUNITIES GOAL

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 comprehensive, values-based curriculum supporting intellectual growth, liberal learning, and career enhancement, and will provide personal development opportunities that prepare students for leadership in a culturally diverse world. 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.

Connection to the 2000-2003 strategic plan: supported by directions VII and VIII
Implementation: primary leadership by the Dean of Faculty and Dean of Professional Studies

Budget support: on-campus and professional studies programs

3) STUDENT BODY GOAL

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's student body will include 800 students in campus-based programs, 600 of whom will reside on campus. They will come to the college from a broader 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, an average ACT of 23, and 90% will be in the top 50% of their class. 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, and 60% will graduate within six years. Of the total student body, a minimum of 6% will be international students and a minimum of 15% will be AHANA (Asian, Hispanic, African American, Native American) students.

The college's student body also will include 3,000 undergraduate degree-completion and part-time graduate students who will study at Professional Studies Centers or complete courses and degrees through distance learning opportunities.

Connection to the 2000-2003 strategic plan: supported by directions III and VI
Implementation: primary leadership by the Vice President for Enrollment Management
Budget support: on-campus and professional studies programs

4) FACULTY AND STAFF GOAL

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 a current 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. Of the main campus full-time faculty, 85% will hold the highest degree in their field. Full-time faculty will teach 70% of main campus courses. The salaries of full-time faculty will equal or exceed the 50th percentile of faculty salaries paid by Carnegie IIB church-related colleges. The college will provide financial and other support for the professional and scholarly development of its faculty.

Professional studies courses will feature a faculty : student ratio of 1:15. 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 develop performance-based compensation programs that encourage innovation and excellence in their work, and will provide financial and other support for their professional development.

Connection to the 2000-2003 strategic plan: supported by direction V
Implementation: primary leadership by the President with support of the
Administrative Council.

Budget support: on-campus and professional studies programs

5) FACILITIES GOAL

All Southwestern facilities will be up to date, attractive, and student centered. Their safety, flexibility, and usefulness will enhance the institution's image. They will include appropriate and current technology. College buildings 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 facilities will be professionally maintained and renovated in accordance with an ongoing plan that is adequately supported by the college's budget. The college will use landscaping, sculpture, and other means to create an appealing total campus environment.

Connection to the 2000-2003 strategic plan: supported by direction IV

Implementation: primary leadership by the Vice President for Business Affairs

Budget support: auxiliary and plant operations

6) FINANCIAL VIABILITY GOAL

Southwestern's financial situation will be strong and adequate to fund the vision of the college. Its \$50 million endowment will be used in accordance with spending and reinvestment policies that will provide for internal growth in the endowment corpus. The college will receive \$5 million each year in gift income, of which \$2 million will be unrestricted gifts to the Annual Fund.

The faculty, administration, and staff of the college will evince their commitment to the institution's economic viability through their 100% participation in annual financial support.

Connection to the 2000-2003 strategic plan: supported by direction II
Implementation: primary leadership by the President and the Vice President for Institutional Advancement
Budget support: endowment and gifts

7) FINANCIAL AID GOAL

Southwestern's financial aid program will support the college's commitment to serving a talented and diverse student body. A minimum of 75% of institutional financial aid will be funded through the endowment. The college's tuition discount rate (calculated using the amount of expended institutional financial aid that is not derived from endowment income) will not exceed 10% of tuition revenue. The college will pursue aid policies designed to attract talented and qualified students while providing necessary support for those whose financial means are limited.

Connection to 2000-2003 strategic plan: supported by direction I

Implementation: primary leadership by the Vice President for Enrollment Management and the Vice President for College Services

Budget support: tuition and financial aid

8) BOARD OF TRUSTEES GOAL

The Southwestern College Board of Trustees will be diverse, talented, and proactive in maintaining year-round involvement with the college and its programs. The board will review the college's policies and strategic plans on a regular basis. Trustees will periodically conduct self-assessment activities to increase their effectiveness, and will participate in orientation and training opportunities to enhance their knowledge of Southwestern and of issues in higher education. The board's leadership will systematically provide its members with opportunities for 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. Board members will assist the college in the identification and engagement of individuals and organizations that will contribute financially to college programs.

Connection to the 2000-2003 strategic plan: supported by direction II
Implementation: primary leadership by the President and Chair of the Board of Trustees
Budget support: endowment and gifts

9) RELATIONAL GOAL

Southwestern's relationship with its alumni and friends will be in the spirit of lifetime learning and leadership. 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 and career development assistance for current students, recruitment of new students, and service on boards and committees.

The college also will offer learning opportunities that respond to the changing interests and needs of its alumni and friends. By developing programs that encourage active engagement with the college and that re-ignite alumni pride in Southwestern College, the institution will achieve an alumni giving rate of 30% among those who have taken at least one class, and 40% among those who have graduated.

Connection to the 2000-2003 strategic plan: supported by direction II
Implementation: primary leadership by the Vice President for Institutional
Advancement and Director of Alumni Programs

Budget support: endowment and gifts

10) PARTNERSHIP GOAL

Southwestern's partnerships and collaborative efforts will be characterized by trust, quality, team effort, proactive style, and the valuing of people as resources. Southwestern will actively seek opportunities to enhance access to talent, expertise, and resources. The college will be in a posture of readiness to act on opportunities to pursue joint activities with those interested in its vision and mission.

Connection to 2000-2003 strategic plan: supported by the following directions and steps:

- direction II, step A
- direction III, step D
- direction VI, step A
- direction VII, steps D and F

Implementation: primary leadership by the President with the support of the Administrative Council

Budget support: the total budget

SP 2003
STRATEGIC PLAN 2000-2003

Introduction

SP 2003 sets forth directions and steps which are designed to focus and prioritize the college's efforts to maximize its vision and obtain its goals.

SP 2003 is built on an analysis of the college's strengths, weaknesses, opportunities, and threats (SWOT), which contains input from a broad range of stake-holders in the institution.

SP 2003 has a three-year timeframe, in order to balance the need for enough time to make significant progress and yet be flexible.

The directions of the Strategic Plan function as marching orders for the college in the next few years, while the Goals for Excellence hold up long range objectives. Both goals and directions are designed to implement the vision of Southwestern College.

DIRECTIONS AND STEPS

I. Southwestern College will pursue a tuition and financial aid strategy that provides competitive advantage over other private colleges in Kansas and the neighboring six-state region.

- A) Modestly increase tuition, not to exceed 7% per year.
- B) Increase the percentage of financial aid funded by endowed scholarships.
- C) Explore and redefine institutional aid awarding and stewardship procedures to create a process that meets the needs of the student, is affordable by the college, holds those in charge accountable for dollars spent, and provides accurate and timely information to scholarship donors.
- D) Simplify institutional scholarship and grant award processes so they are easily communicated to students and parents.

II. Southwestern College will follow professional best practice in fund raising and constituent development.

- A) Increase participation by alumni and friends in volunteer activities on behalf of the college.
- B) Increase alumni giving, measured in terms of total giving and participation rate.
- C) Raise giving to the Annual Fund to exceed \$1 million per year.
- D) Complete planning for a comprehensive capital campaign and execute the advance gifts phase of the campaign.
- E) Adopt and consistently apply endowment spending and growth policies as well as policies governing solicitation of gifts for the endowment.
- F) Enhance the overall participation of the Board of Trustees (including 100% giving to the Annual Fund).

III. Southwestern College will cultivate increased support for the institution by targeting appropriate audiences using integrated marketing techniques.

- A) Use a wide range of communication formats including traditional and web-based technologies.
- B) Highlight the college's commitment to academic excellence, laptop learning, integrative studies, Christian values, and the United Methodist connection in ways that differentiate Southwestern from community colleges, state four-year colleges, and other post-secondary choices.
- C) Increase the college's name recognition and community involvement in the region.
- D) Explore affiliations that enhance the image of the institution (i.e. athletic, activity, academic, and institutional.)

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

- A) Build additional residence living space to meet enrollment goals.
- B) Develop a plan to utilize and remodel Christy/Richardson and Mossman Hall.
- C) Implement a planned replacement schedule for facility upgrades.
- D) Create adequate parking facilities for all campus facilities.
- E) Maintain safe, secure, and well-lighted campus facilities.
- F) Develop goals and plans to significantly upgrade the quality of the college library.
- G) Develop a campus master plan.

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

- A) Continue to progress toward raising faculty salaries to the 50th percentile of salaries at Carnegie IIB church-related colleges.
- B) Design and implement performance evaluations and appropriately enhance administrative and staff salaries.
- C) Increase diversity in the racial and cultural backgrounds found within the faculty, administration, and staff.
- D) Maintain appropriate workloads for employees as growth goals are met.
- E) Continue to provide and utilize resources and current technology to support all levels of the institution.
- F) Improve utilization of technology to support administrative and operational functions.

VI. **Southwestern College will grow in student numbers to 700 full-time students, 850 FTE students, and a headcount of 1400.**

- A) Add new programs to meet market demands.
- B) Enrich the student body with a wider representation of racial, cultural, and geographic backgrounds.
- C) Identify and tap regional markets.
- D) Develop strategies to meet retention goals of 90% at second semester freshmen returning, 75% of sophomores returning, and 60% graduating within 6 years.
- E) Enhance the admissions and retention efforts to meet enrollment goals.

VII. Southwestern College will further expand its response to the educational needs of a broadening range of students while maintaining its traditional undergraduate student base.

- A) Expand learning opportunities beyond the Wichita/Winfield area via distance learning or establishing other sites.
- B) Implement a Master of Business Administration graduate program and develop a new strategy for the Master of Education.
- C) Continue to enhance the quality of the learning experience by monitoring course offerings and by identifying methods to keep the majors current and valuable to the workplace.
- D) Strengthen educational relationships with businesses, schools, churches and communities by developing programs beneficial to those entities.
- E) Enhance college cooperation and communication throughout its various sites, staff and faculty
- F) Develop, staff and fund summer learning opportunities.

VIII. Southwestern College will articulate and implement a comprehensive academic vision.

- A) Embrace and nurture active learning as a teaching model.
- B) Support an academic program characterized by innovation, flexibility, quality and undergraduate research.
- C) Increase and support off-campus learning initiatives with increased administrative support (internships, study abroad, field trips, cross-cultural experiences and research opportunities).

**CURRENT STATUS REPORT
(FY 2000)
OF
GOALS FOR EXCELLENCE**

1) POSITION GOAL/FY 2000

Ranked in the second tier of regional liberal arts colleges in the *US News and World Report* America's Best Colleges report

Included in the *John Templeton Honor Roll of Character Building Colleges*

Accredited by the University Senate of the United Methodist Church

Accredited by North Central Association of Colleges and Schools

2) LEARNING OPPORTUNITIES GOAL/FY 2000

Learning opportunities and educational standards currently are being assessed and documented for the self-study that is a part of the evaluation by the North Central Association of Colleges and Schools

3) STUDENT BODY GOAL/FY 2000

Official 20th day enrollment report for fall 1999:

- 603 full-time students
- 346 part-time students
- 379 residential students
- First-time freshmen data for fall 1999:
 - Average high school GPA of 3.3.
 - Average ACT score of 22
 - 81% in top 50% of class
- 4% of students in campus-based programs are international students and 11% are AHANA (Asian, Hispanic, African American, Native American) students
- The campus-based admission program at this time is moderately selective; all prospects meeting admission standard are accepted
- Student academic interests are tracked by declared majors and documented each semester in Table 3 of the Vital Statistics Book

Retention rates for first-time, full-time freshmen from Table 9-A of the Vital Statistics Book (fall 1993 cohort)

88% of the freshmen returned the second semester
66% returned the third semester
42% graduated within 6 years

Retention rates for first-time, full-time freshmen from Table 9-A (fall 1998 cohort)

87% of the freshmen returned the second semester
67% returned the third semester

Retention rates for first-time, full-time freshmen from Table 9-A (fall 1999 cohort)

92% of the freshmen returned the second semester

4) FACULTY AND STAFF GOAL/FY 2000

- 36% of all full-time faculty and staff gave to the college.

On-campus programs:

- 1 :13 faculty to student ratio
- 47% of full-time faculty with the highest degree in their field
- Salary comparisons of full-time faculty with those paid by Carnegie IIB church-related colleges will be available by May 1.
- 79% of classes on campus (spring 2000) were conducted by full-time faculty.
- Encouragement for faculty and staff to continue their own professional development is underwritten by a budget of approximately \$60,000.

Professional studies programs:

- 1 : 12 faculty to student ratio in 1998-99 (from Table 10, Vital Statistics Book)
- An evaluation process is in place and under review.
- Two faculty development sessions were conducted.

5) FACILITIES GOAL/FY 2000

- A planning council was established in 1994.
- By action of the Board of Trustees, the Task Force on the Future of Southwestern College was established in 1998.
- Trustees have approved construction of a new residence hall on the south side of the campus; completion is scheduled for fall 2001.
- Funds for the purchase of equipment for the new science center now stand at \$240,000; a grant proposal has been submitted to the Kresge Foundation, and other funds are being sought, to fund an endowment for the maintenance and replacement of this science equipment.
- Maintenance repair and upkeep funding in the FY2000 budget is \$106,000.
- Off-campus, distance education planning, and assessment are under way. All four campus sites are linked for teleconference; this capability has been used for meetings and classes involving faculty/staff/students at each of four campus sites.
- A campus master plan is under development.
- A facilities and technology review is under way.
- With \$3,000 from the building fund, the college groundskeeper has begun to plant trees, shrubs, and flowers for year-around interest.

6) FINANCIAL GOAL

- The June 30, 1999, official audit showed the endowment to be \$21,950,000.
- Total gift income for FY99 was \$2.4 million, of which Annual Fund gifts totaled \$690,000.
- Total gift income for FY 2000, as of March 20, 2000, is \$2.1 million, of which Annual Fund gifts total \$550,000.

7) FINANCIAL AID GOAL

- 10% of institutional financial aid in FY 1999 was funded by designated endowment moneys.
- The college's campus-based tuition discount rate, not including institutional financial aid that was funded through the endowment, was 39% in FY 1999.
- Financial aid assists quality students with financial need as exhibited by the following:

1999-2000 financial aid expenditures:

	<u>Need-based</u>	<u>Merit-based</u>
Scholarships/grants	\$1,302,028	\$1,911,305
% federal	47%	0
% state	30%	<1%
% institutional	23%	88%
% external	0	12%
Self-funded	\$2,243,200	\$ 943,470
% loans	88%	95%
% work-study	12%	0
% state/other	0	5%
Parent loans/waivers/ athletic awards	0	\$ 791,057

8) BOARD OF TRUSTEE GOALS/FY 2000

- A process is being developed for documenting trustee/school-related contacts.
- In January 2000 the Trustee Development and Nominations Committee documented issues in trustee selection.
- Goals and directions were reviewed by trustees at each meeting this year.
- Trustee orientation is modest with plans for enrichment.
- A trustee self-assessment and feedback process was conducted.
- Trustee leadership development strategies are under discussion
- 74% of the trustees gave to the FY99 Annual Fund.

9) RELATIONAL GOAL/FY 2000

- Alumni and friends were asked to refer potential students in a letter from the president sent in spring 2000 with a flyer titled “What’s in a Name?” To date, 125 names have been referred to the Office of Admission.
- Little ongoing learning opportunity exists outside of classes
- An alumni e-mail listserve is now in place and used on a regular basis.
- Ongoing moments that re-ignited pride included the October 1999. Homecoming and March 2000 Founders Day events.
- Programming for current students on how to be an active alumnus is being discussed.
- Alumni giving rates were
 - 18% for those with at least one course
 - 30% for graduates

10) PARTNERSHIP GOAL/FY 2000

Current major partnerships include:

- CowLNet (Cowley County Library Network which at this time includes all USD 465 libraries, the City of Winfield Library and the Southwestern College Memorial Library)
- With the Winfield and Arkansas City area chambers of commerce, Southwestern College is a partner in the Creative Learning Center (CLC), an alternative educational option for students at the middle school and high school levels in Cowley County. Michelle Boucher and David Galliard are members of the CLC board; all but one faculty or staff member is a Southwestern graduate.
- Sodexo Marriott (food service providers)
- CMDS (college-wide administrative data base)
- Follett Higher Education Group (assumes operation of the bookstore March 31, 2000)
- Stamats (consultants for recruitment and marketing)
- Farmers National Company (real estate endowment asset manager)
- Salomon Smith Barney Consulting Group (provides oversight to other endowment asset managers)
- Kansas Independent College Association/Fund and its Pooled Educational Loan Program
- Educational and Institutional Insurance Administrators, Inc. (EIIC) (risk management oversight)

CONTINUOUS THREE-YEAR PLANNING CYCLE AT SOUTHWESTERN COLLEGE

Both the ten-year goals and the three-year plans will be continuously monitored. Every year the trustees will take action on a three-year plan. Every three years they will take action on the ten-year goals.

Timeline for the three-year cycle of trustee action:

April 2000	Trustees approved Goals and Directions
January 2001	Trustees will <ul style="list-style-type: none">- review directions (<i>SP 2003</i>)- review draft directions (<i>SP 2004</i>)- review goals (<i>G 2010</i>)
April 2001	Trustees will <ul style="list-style-type: none">- act on directions (<i>SP 2004</i>)- reaffirm goals (<i>G 2010</i>)
January 2002	Trustees will <ul style="list-style-type: none">- review directions (<i>SP 2004</i>)- review draft directions (<i>SP 2005</i>)- review goals (<i>G 2010</i>)
April 2002	Trustees will <ul style="list-style-type: none">- approve directions (<i>SP 2005</i>)- reaffirm goals (<i>G 2010</i>)
April – Sept. 2002	SWOT analysis (campus wide)
January 2003	Trustees will <ul style="list-style-type: none">- review directions (<i>SP 2005</i>)- review draft directions (<i>SP 2006</i>)- review draft goals (<i>G 2013</i>)
April 2003	College will <ul style="list-style-type: none">- celebrate accomplishments during 2000-2003 Trustees will <ul style="list-style-type: none">- approve directions (<i>SP 2006</i>)- approve goals (<i>G 2013</i>)

CONTRIBUTORS

Throughout the summer and early fall of 1999, trustees, faculty, staff, and students, as well as alumni class agents and numerous community leaders, participated in a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to provide input for a new three-year plan for the college. Beginning in October 1999 members of the Planning Council, working with data from the SWOT analyses, began the process of determining the content for the strategic plan that would be presented to the Board of Trustees for final action in April 2000. After the basic directions and steps in the plan were determined, Planning Council members broke into sub-committees to coordinate evaluation and discussion of each direction and step.

Concurrent to the activities of the Planning Council, the Task Force on the Future of Southwestern College began to vision what the college could become by the fall of 2010. This vision, written down, is referred to as Goals for Excellence or *G 2010*.

In January 2000 these two groups presented their findings, in draft form, to the Board of Trustees during a two-day board retreat. The materials on Pages 4-14(*G 2010*) and 15-19 (*SP 2003*) of this document are based on that input from trustees and further refinements by task force and planning council members.

MEMBERS OF THE TASK FORCE ON THE FUTURE OF SOUTHWESTERN COLLEGE

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Special thanks are extended to Rachel Workman for compiling the SWOT analysis and for processing numerous drafts of the goals and strategic plans, and to Mary Blake for final production of this document.

NOTES