

**GOALS
AND
DIRECTIONS
FOR
SOUTHWESTERN
COLLEGE**

**GOALS AND DIRECTIONS
APPROVED BY THE
BOARD OF TRUSTEES
APRIL 12, 2003**

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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

G 2013 attempts to paint, in broad brush strokes, a picture of what Southwestern College hopes 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 (*SP 2006*) are designed to focus and prioritize the college's efforts to maximize its vision and 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, degree completion programs in online and off-campus settings for non-traditional students, and graduate degrees for part-time learners. The college will provide its students an intimate and challenging environment in all programs. 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. It will continue to emphasize 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 first tier regional comprehensive 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*. Accreditation by the North Central Association of Colleges and Schools will be maintained.

QUALITY AND LEADERSHIP STATEMENT, CONT.

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 the church clergy, lay leaders, congregations, and institutions.

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 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.

1) 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 enhance alumni pride in Southwestern College, the institution will achieve the giving rate of 28% among graduates of the college (*see appendix A, page 10*).

Southwestern will actively seek opportunities to enhance access to talent, expertise, and resources. The college will be in a posture of readiness to respond to society's needs and act on opportunities to pursue joint activities with those interested in its vision and mission. Working with others in higher education, the college will pursue best practices and benchmarking when assessing its activities and efforts.

DIRECTION AND STEPS

Southwestern College will cultivate increased support for the institution by targeting internal and external audiences using integrated marketing techniques.

A. Use a wide range of communication formats including traditional and Web-based technologies in an effort to increase the impact of the college's marketing efforts to support recruitment, retention, and fund-raising activities.

B. Highlight the college's commitment to academic excellence, integrative studies, flexible and convenient scheduling for adults, leadership in technology access, Christian values, and the United Methodist connection in ways that differentiate Southwestern from community colleges, state four-year colleges and postsecondary choices.

C. Increase internal and external awareness and generate greater cooperation among main campus, professional studies, and online programs.

D. Increase financial support from alumni.

2) FINANCIAL VIABILITY GOAL

Southwestern's financial situation will be sufficiently strong to fund the vision of the college. Its \$50 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 \$5 million each year in gift income, (*see appendix C, page 11*) of which \$2 million (*see appendix D, page 11*) will be unrestricted gifts to the Annual Fund.

Southwestern's financial aid program will support the college's commitment to serving a talented and diverse student body. A minimum of 50% of institutional financial aid will be funded through the endowment. The college's simple tuition discount rate will not exceed 30% of tuition revenue (*see appendix E, 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.

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, F, page 12*).

DIRECTION AND STEPS

Southwestern College will pursue competitive tuition and financial aid strategies and proactive fund raising and constituent development.

- A. Monitor and adjust tuition to meet the objective of the direction.
- B. Increase the percentage of financial aid funded by endowed scholarships.
- C. Set competitive institutional aid policies that ensure a simple tuition discount rate of no more than 36%.
- D. Execute the public phase of the Builders of Excellence Campaign.

3) EDUCATIONAL 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 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.

DIRECTION AND STEPS

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

A. Expand learning opportunities beyond the Wichita/Winfield market area using distance education; partnerships with businesses, industries, schools, churches, professional organizations, government, and communities; and summer programs.

B. Evaluate and enhance existing graduate programs and explore the development of new graduate programs.

C. Continue to enhance the quality of the learning experience by monitoring course offerings and by developing methods to keep courses current and valuable to the workplace.

D. Support the academic vision statement of the faculty.

E. Support an academic program characterized by innovation, flexibility, quality, and research.

F. Increase and support off-campus learning initiatives (internships, study abroad, field trips, cross-cultural experiences, and research opportunities).

4) ENROLLMENT 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 main campus programs, 600 of whom will reside on campus (*see appendix G, 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 H, page 13*), an average ACT of 23 (*see appendix I, page 14*), 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 (*see appendix J, page 14*), and 60% will graduate within six years. The main campus will strive to reflect a broad diversity of backgrounds (both racial and cultural) within the student body.

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 (*see appendix K, page 15*).

DIRECTION AND STEPS

Southwestern College will grow in student numbers to 700 full-time students, 850 FTE, and a headcount of 1,500.

A. Add new programs to meet market demands and enhance student recruitment efforts by aligning courses, majors, and programs with regional, national, and international market interests.

B. Enrich the student body on the main campus with a wider representation of racial, cultural, and geographic backgrounds. Move to or surpass 6% international students and 15% AHANA (Asian, Hispanic, African American, Native American) (*see appendix L, page 15*).

C. Identify and tap regional markets.

D. Develop strategies to meet and exceed main campus retention goals.

E. Enhance the admission and financial aid efforts to meet enrollment goals by deploying a full range of enrollment management strategies involving all stakeholders.

5) 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 ration of 1:15 (*see appendix M, page 16*). Of the main campus full-time faculty, 85% will hold the highest degree in their field (*see appendix N, page 16*). 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 O, 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 M, 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 develop performance-based compensation programs that encourage innovation and excellence in their work, and will provide financial and other support for their professional development.

DIRECTIONS AND STEPS

Southwestern College will enrich its human resources.

A. Continue to progress toward raising full-time faculty salaries to the 50th percentile of salaries at Carnegie IIB church-related colleges; raise adjunct faculty and full-time and part-time staff salaries toward comparative norms.

B. Design and implement professional development plans (PDP) that are integrated with institutional goals for all faculty and staff.

C. Monitor and maintain appropriate workloads for employees.

D. Improve utilization of technology to support administrative and operational functions by acquiring current software to manage all aspects of student services and by providing comprehensive training of administrators and staff.

6) FACILITIES AND TECHNOLOGY GOAL

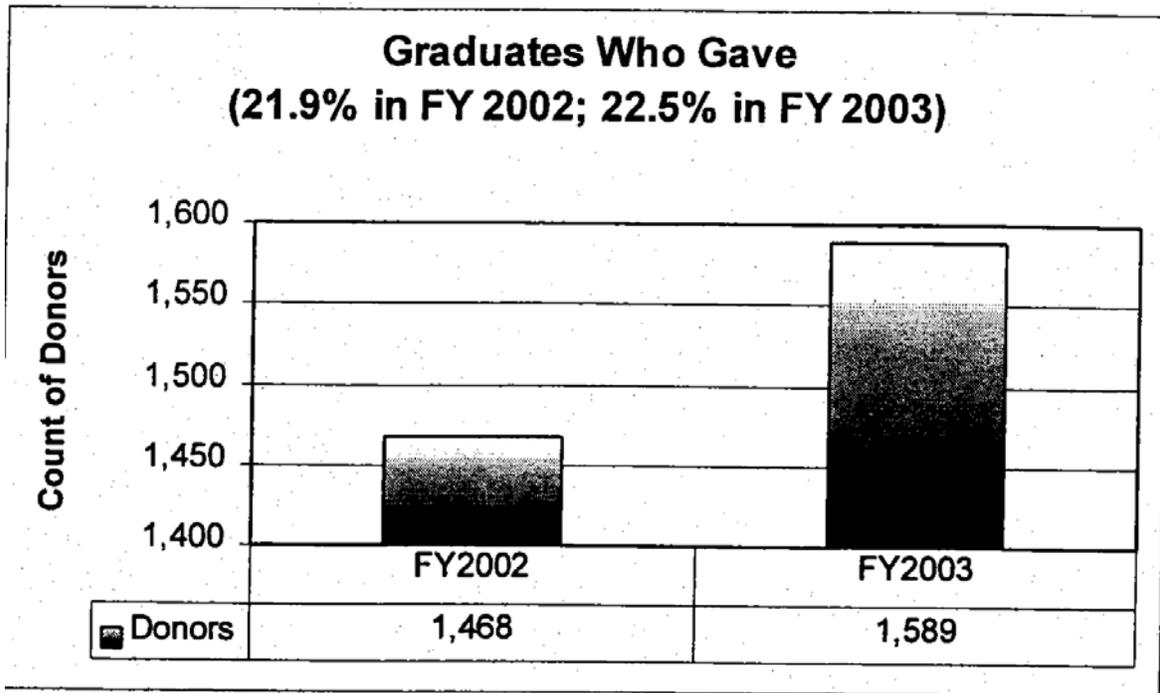
Southwestern will strive to have all facilities up to date, ADA (Americans with Disabilities Act) compliant, and student centered. Their safety, flexibility, usefulness, and attractiveness will enhance the institution's image. They will include appropriate and emerging technology. College buildings will 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.

DIRECTION AND STEPS

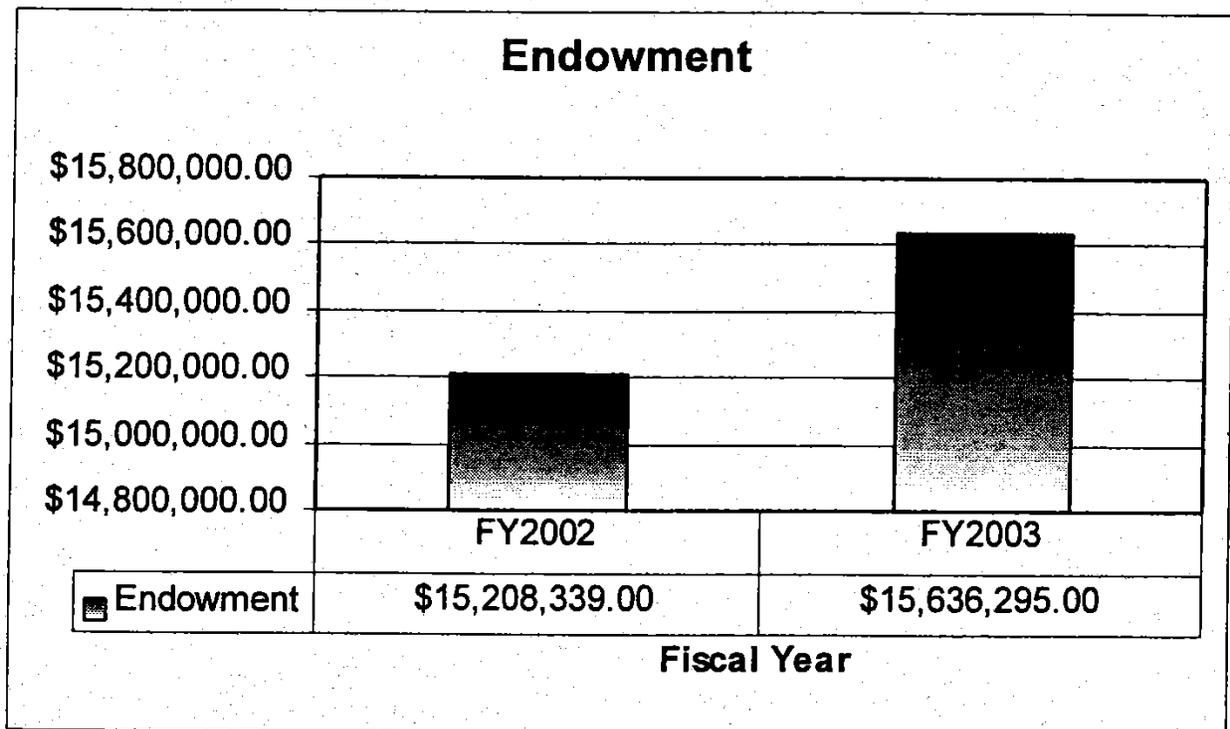
Southwestern College will expand, improve, and fully utilize its facilities and technology.

- A. Upgrade and maintain residential living spaces to meet main campus residential student goals.
- B. Remodel Christy Administration Building/Richardson Hall.
- C. Significantly upgrade the quality of the college library facilities and resources.
- D. Implement a planned technology upgrade and replacement schedule.
- E. Continue to monitor and communicate a facilities and infrastructures campus master plan with special attention given to safety and security.

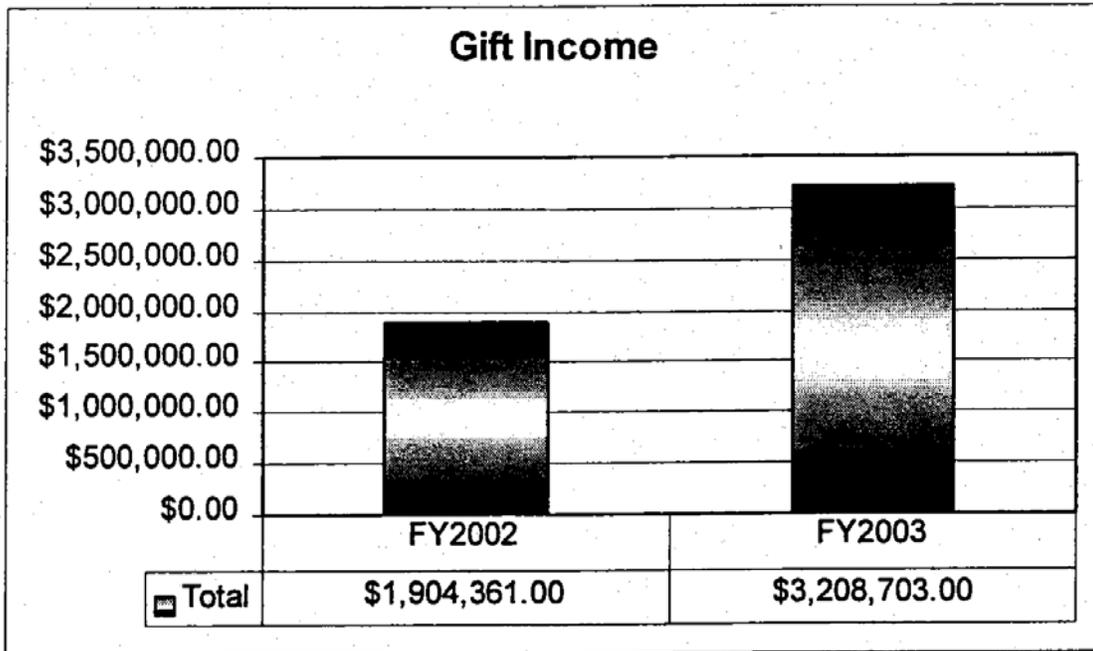
Appendix A



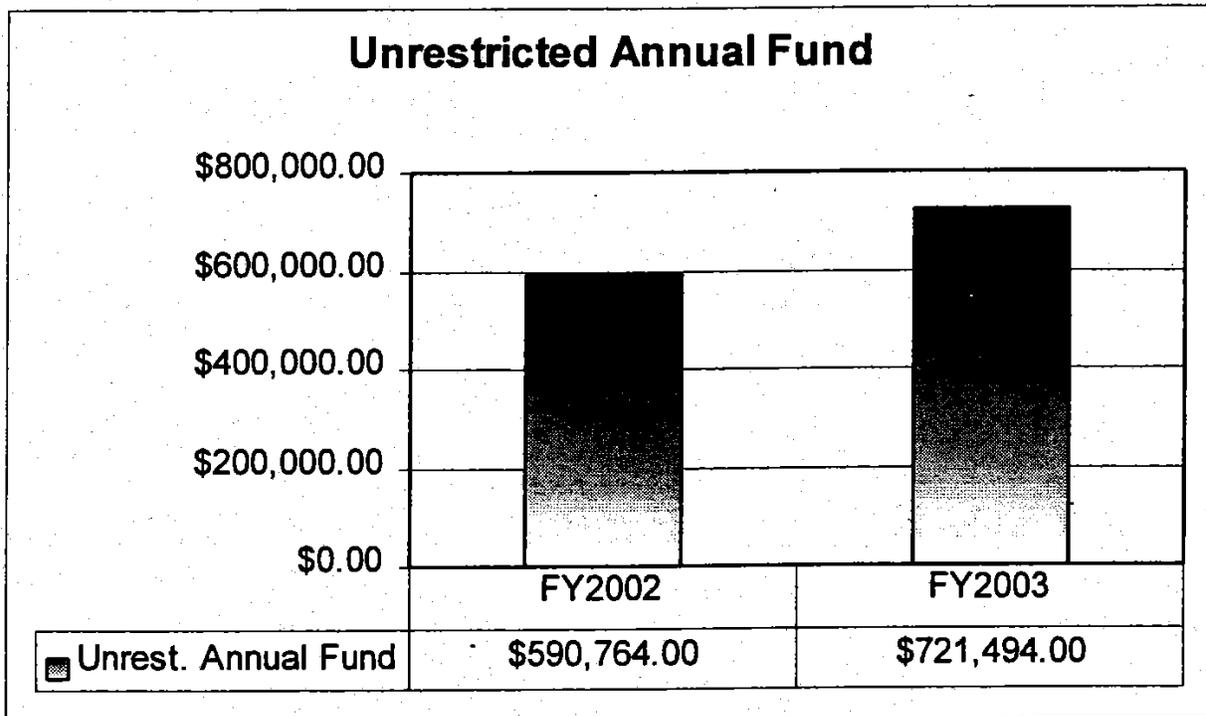
Appendix B



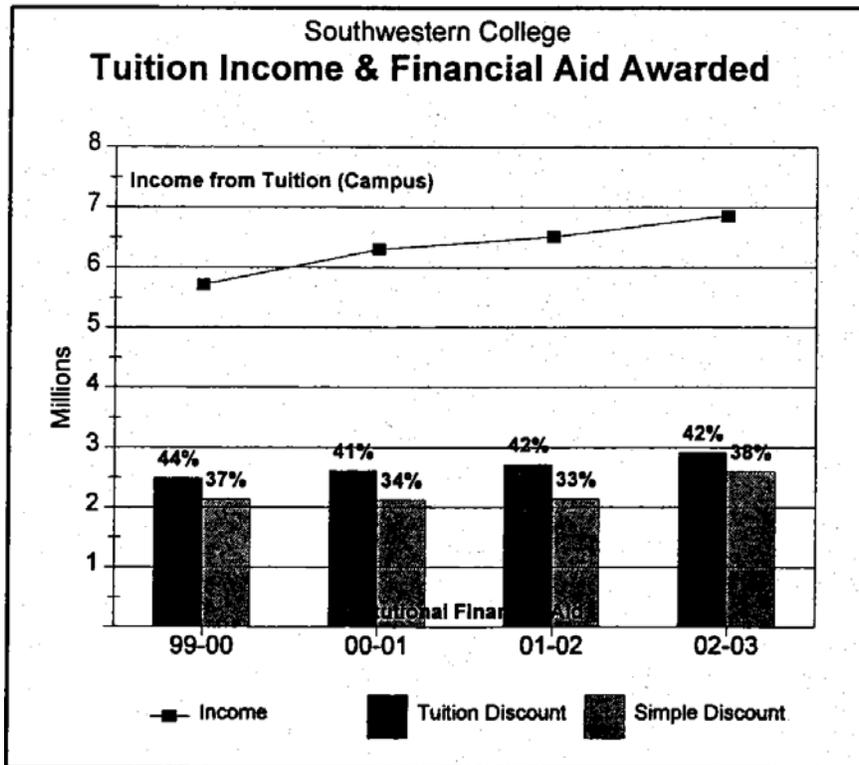
Appendix C



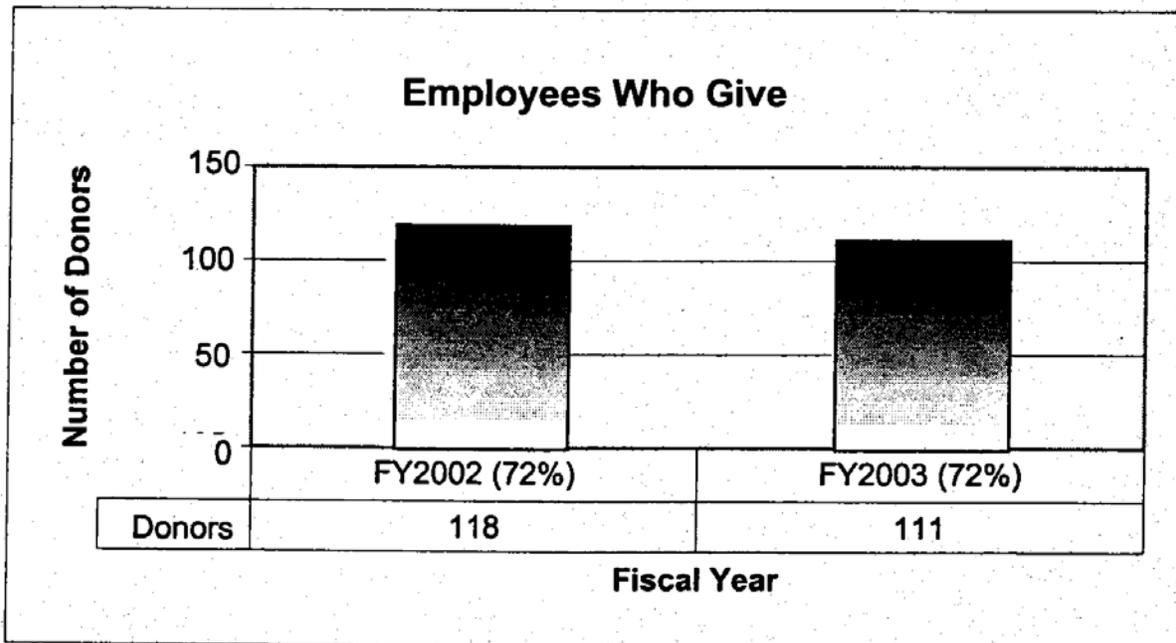
Appendix D



Appendix E

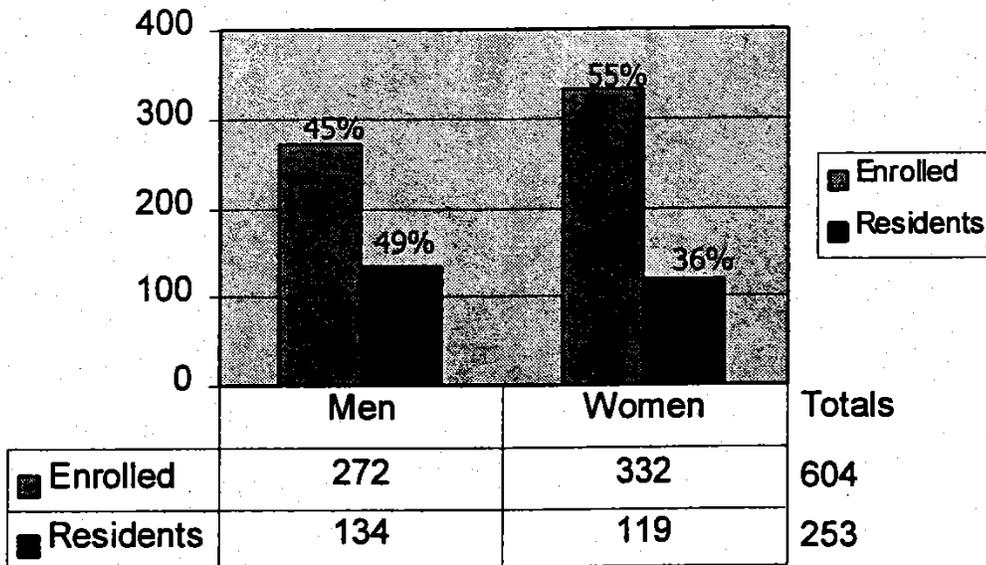


Appendix F



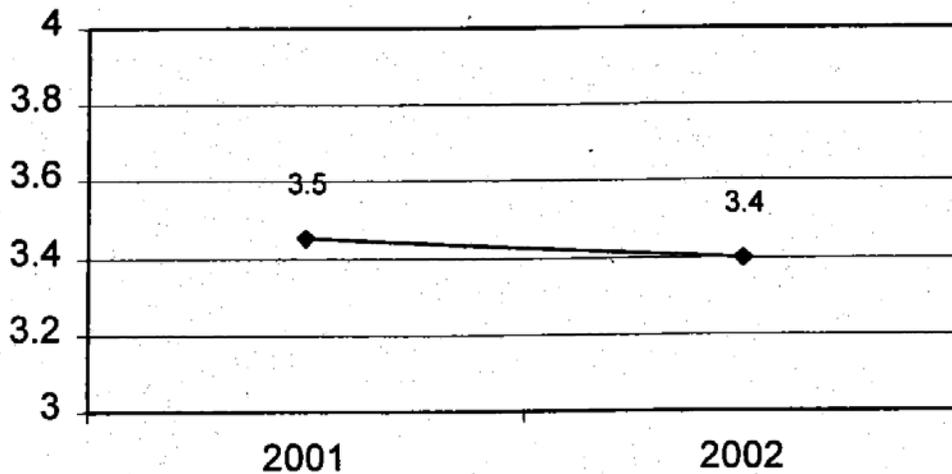
Appendix G

Main Campus Total Enrollment and Residential Students 2002-2003

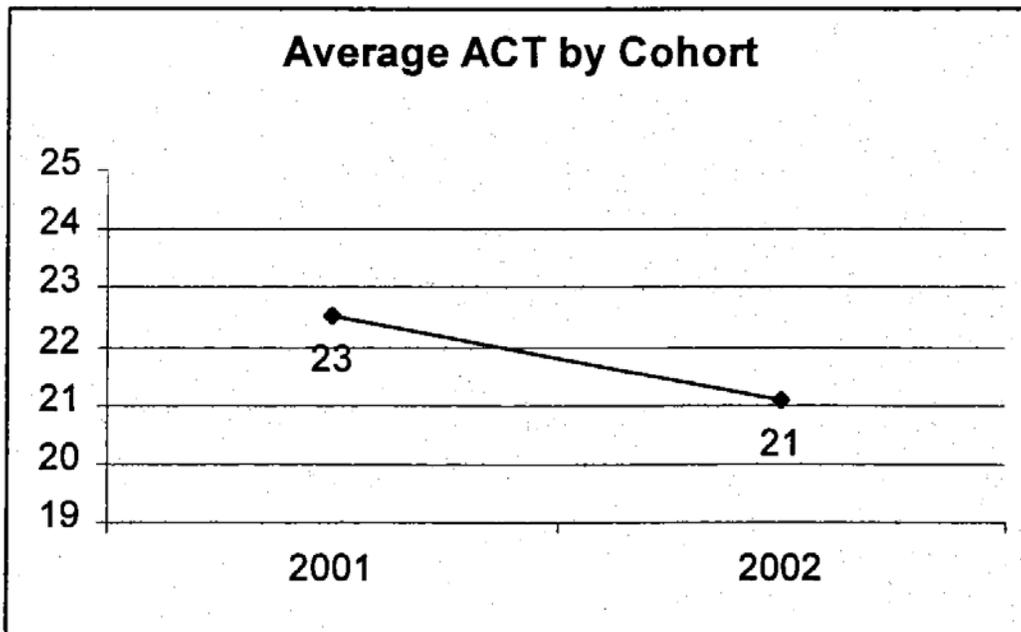


Appendix H

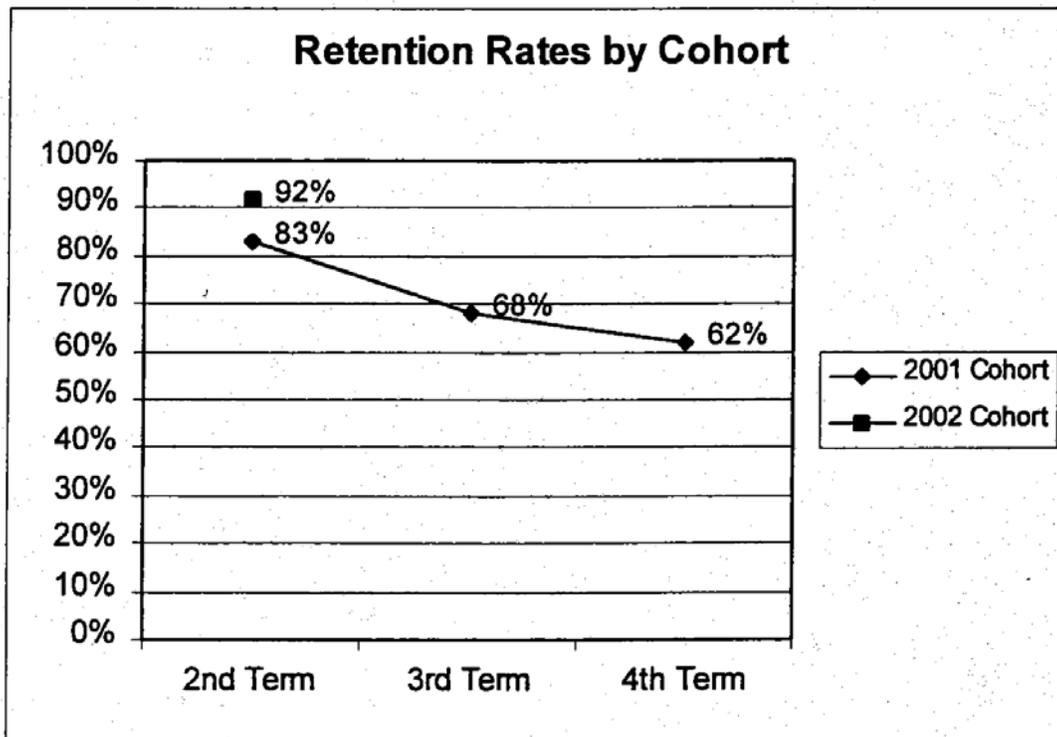
Average HS GPA by Cohort



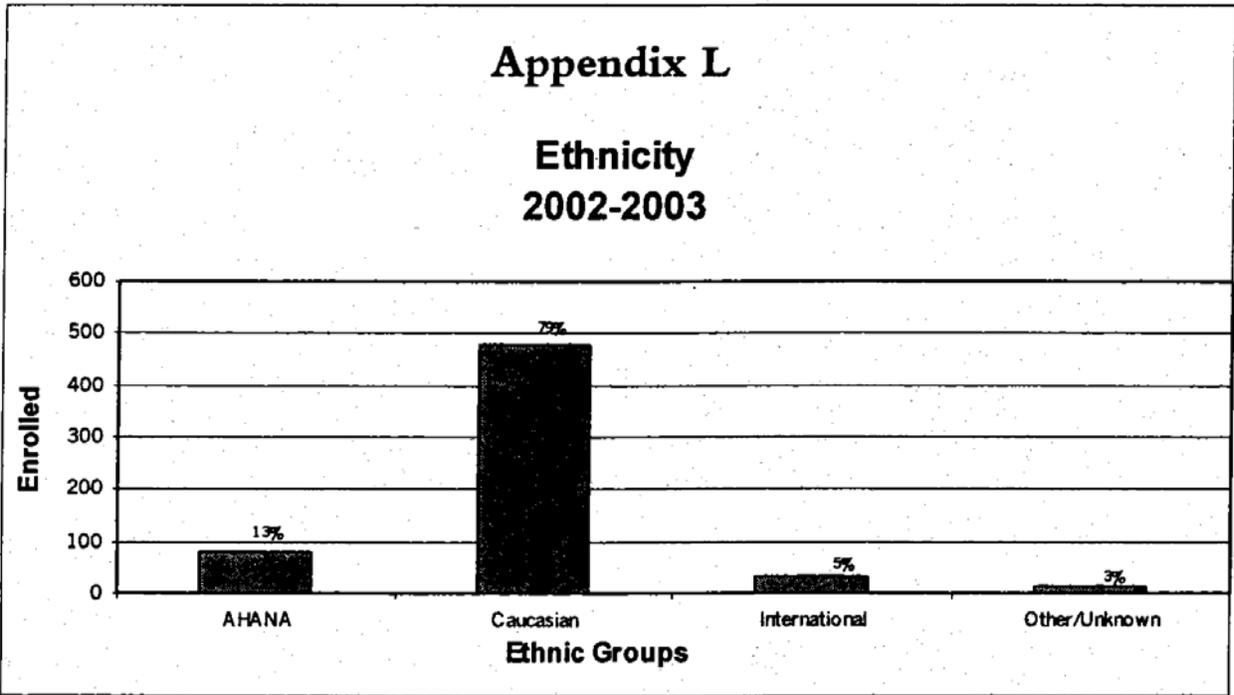
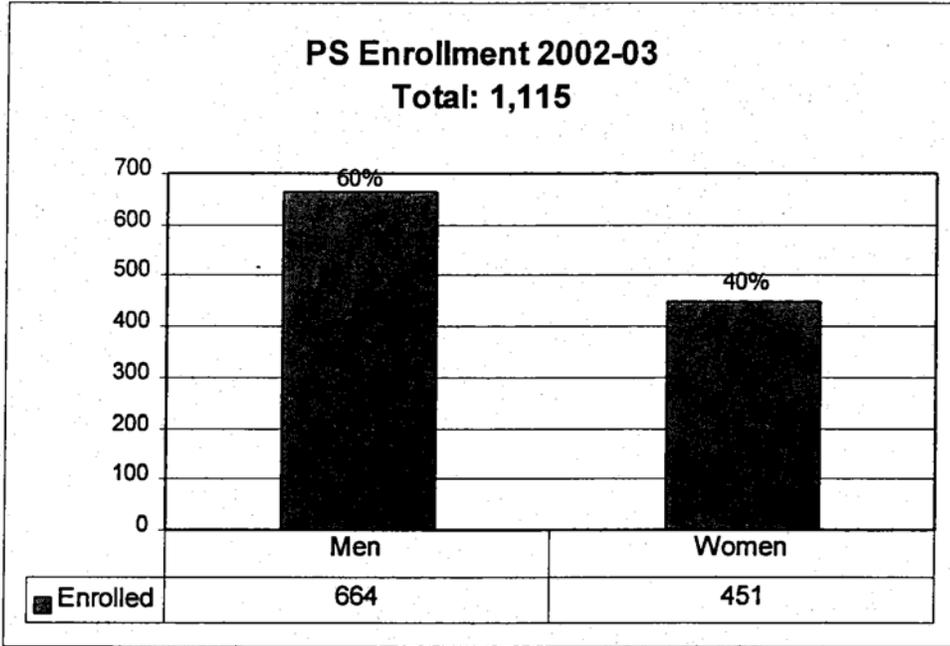
Appendix I



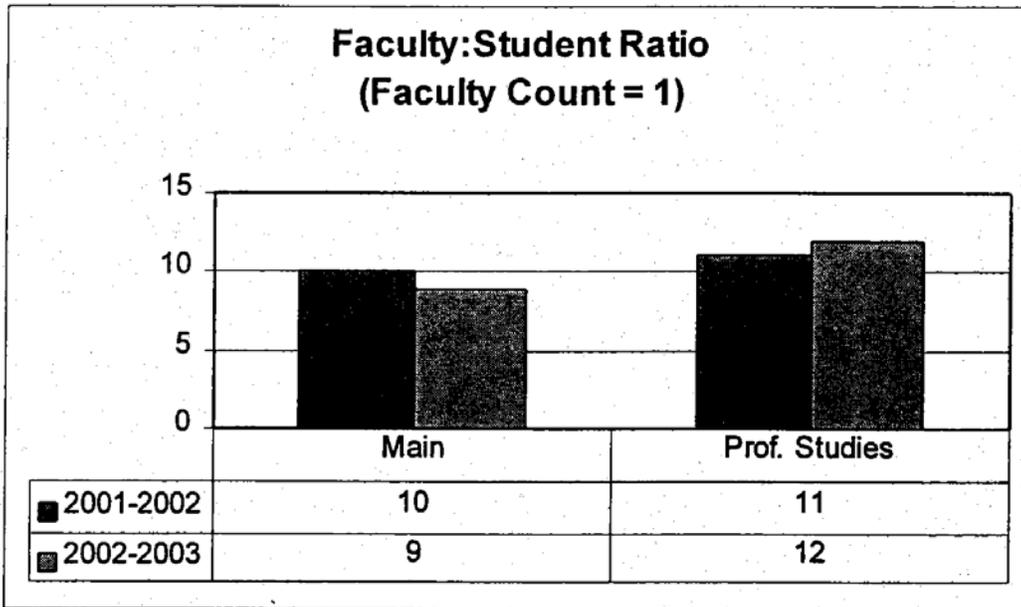
Appendix J



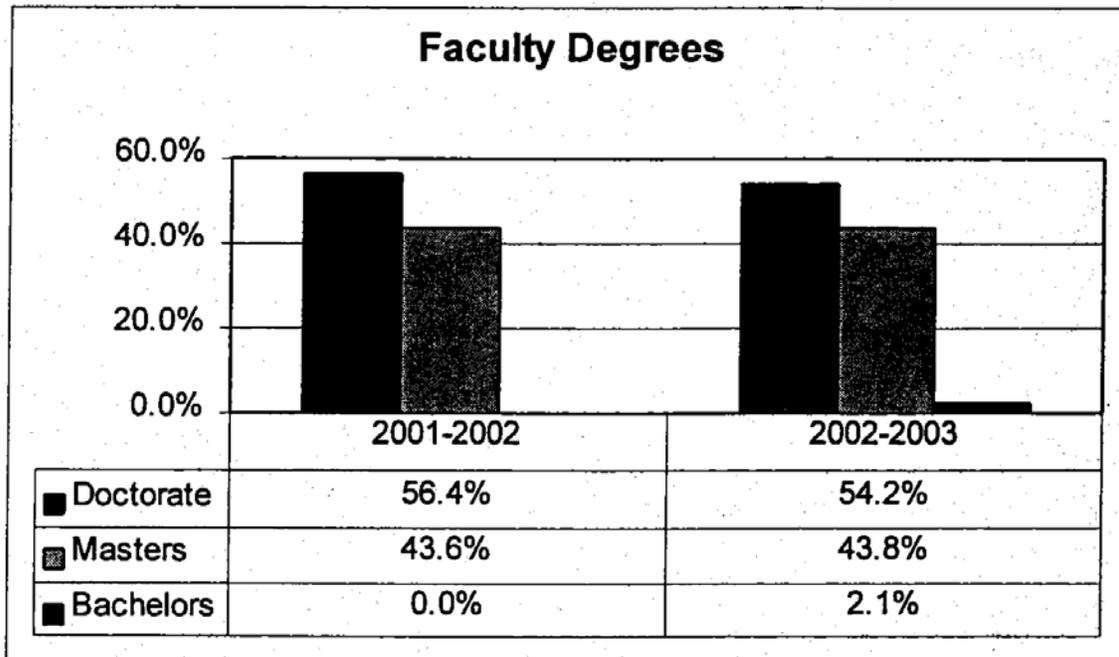
Appendix K



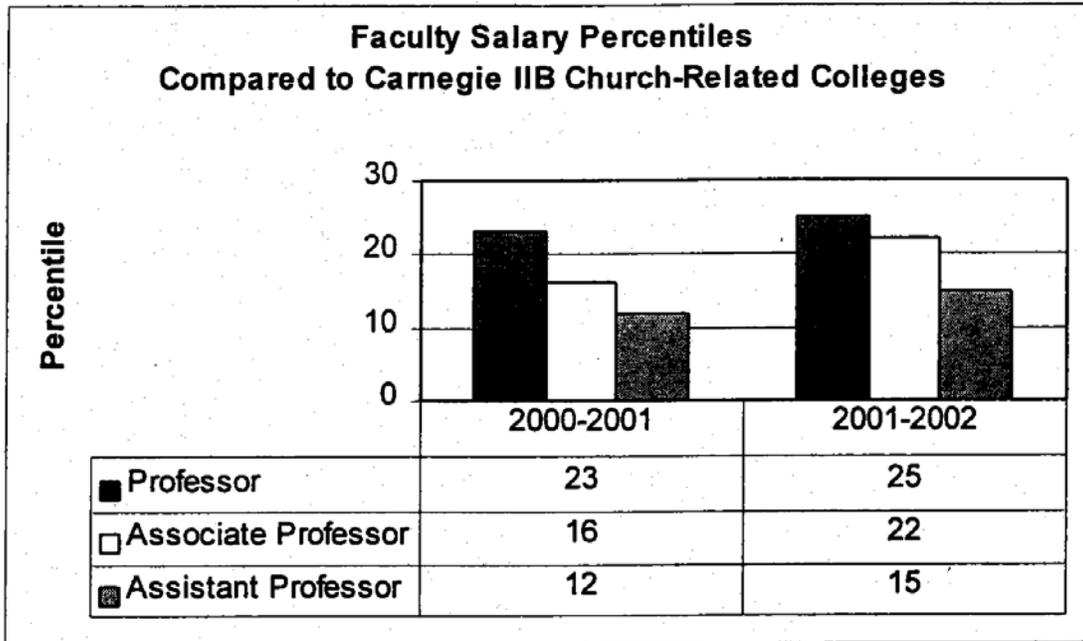
Appendix M



Appendix N



Appendix O



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 act on a three-year directions and steps. Every three years they will take action on the ten-year goals. Three-year timeline for trustee action:

January 2004	Trustees will <ul style="list-style-type: none"> - review directions (<i>SP 2006</i>) - review draft directions (<i>SP 2007</i>) - review goals (<i>G 2013</i>)
April 2004	Trustees will <ul style="list-style-type: none"> - act on directions (<i>SP 2007</i>) - reaffirm goals (<i>G 2013</i>)
January 2005	Trustees will <ul style="list-style-type: none"> - review directions (<i>SP 2007</i>) - review draft directions (<i>SP 2008</i>) - review goals (<i>G 2013</i>)
April 2005	Trustees will <ul style="list-style-type: none"> - act on directions (<i>SP 2008</i>) - reaffirm goals (<i>G 2013</i>)
April – Sept. 2005	SWOT analysis (campus wide)
January 2006	Trustees will <ul style="list-style-type: none"> - review directions (<i>SP 2008</i>) - review draft directions (<i>SP 2009</i>) - review draft goals (<i>G 2016</i>)
April 2006	College will <ul style="list-style-type: none"> - celebrate accomplishments of 2003-2006 Trustees will <ul style="list-style-type: none"> - act on directions (<i>SP 2009</i>) - act on goals (<i>G 2016</i>)

CONTRIBUTORS

Throughout the summer and early fall of 2002, 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 2002 members of the Planning Council, working with data from the SWOT analyses, began to determine the content for the strategic plan that would be presented to the Board of Trustees for final action in April 2003.

Concurrent to the activities of the Planning Council, the Task Force on the Future of Southwestern College, appointed by the president in 2002, reviewed the goals of the institution. Task force membership included trustees, faculty, and administrators.

In January 2003 members of the Planning Council and the task force brought the proposed goals, directions, and steps to the Board of Trustees for their review and input. The document then was approved by the board April 12, 2003.

Special thanks are extended to Mary Blake for final production of this document.

MEMBERS OF THE PLANNING COUNCIL 2003-2004

Stephen K. Wilke, chair

Standing members:

James A. Sheppard, Interim Vice President for Academic Affairs and Dean of faculty

Charles D. Kater, Associate Dean of Professional Studies and SC Online

Members with three-year terms:

Jill Johnson	2001-2004	Jay Nolan	2002-2005
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Marsha Granberry	2001-2004	Patricia Boggs	2003-2006
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Rodney Worsham	2001-2004	Scott Ireland	2003-2006
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Jennifer Dougherty	2002-2005	Marguerite Regan	2003-2006
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Sheila Krug	2002-2005		
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MEMBERS OF THE TASK FORCE ON THE FUTURE OF SOUTHWESTERN COLLEGE

C. Michael Lennen and John T. Smith, trustees

Tracy H. Frederick, George Gangwere, and Shawn Neises, faculty

Candyce F. Duggan, Terry E. Quiett, and Sara S. Weinert, administrators

Michael D. Lewis, W. Richard Merriman, and Stephen K. Wilke, ex-officio