

Approved by the Board of Trustees  
APRIL 2014

# Goals and Directions 2014-2015

SOUTHWESTERN COLLEGE, WINFIELD, KANSAS

## CONTRIBUTORS

In January 2014 members of the Planning Council brought a status report of the goals and directions to the Board of Trustees for their review.

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## TABLE OF CONTENTS

|   |       |
|---|-------|
| Our Vision                              | 2     |
| The Mission of Southwestern College     | 3     |
| 1) Relational Goal                      | 4     |
| 2) Education Goal                       | 5-6   |
| 3) Enrollment Goal                      | 7-8   |
| 4) Financial Goal                       | 9     |
| 5) Faculty and Staff Goal               | 10    |
| 6) Facilities and Technology Goal       | 11-13 |
| 7) Administrative Goal                  | 12    |
| Metrics                                 | 13-17 |
| Improvement Highlights/Recognitions     | 18    |
| Strategic Planning Process and Timeline | 19    |
| Contributors                            | 20    |

## 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.

### Strategic Planning Process and Timeline

Southwestern College began its continuous planning, implementation, and evaluation process in 2000. The college's planning process involves:

- First is the vision and mission statement which sets the framework for the school's planning.
- Next involves five-year goals and three-year directions. The goals are the aspirations of the institution as they relate to the vision and mission. The directions are specific strategies to reach our goals.
- The final planning activity is the unit plans. Each work unit plan links the individual employees' performance plan to the colleges' overall goals and directions.

#### Key Dates in the Planning Cycle

|                 |  |
|-----------------|--|
| January 2015    | The planning council provides a status report for Trustees' review. Futures Task Force provides its recommendations. |
| April 2015      | Trustees act on goals and directions for the upcoming fiscal year.   |
| January 2016    | Planning Council provides a status report for Trustee review.  |
| April 2016      | Trustees act on goals and directions for the upcoming fiscal year.   |
| January 2017    | The planning council provides a status report for Trustees' review.  |
| April 2017      | Trustees act on goals and directions for the upcoming fiscal year.   |
| January 2018    | The Planning Council provides a status report for Trustees' review.  |
| March -Dec 2018 | Stakeholders provide input, Future Task Force reviews as a part of a 3-yr cycle.                                     |
| April 2019      | Trustees act on goals and directions for the upcoming fiscal year.   |

## 2013-2014 Improvement Highlights/Recognitions

- Global concept for the year was HOPE.
- Guest speakers during the year included:
  - Gaston Warner, executive director for the Zimbabwe Orphans Endeavor (ZOE), at opening convocation
  - Jeanine Thweatt-Bates, professor at the College of New Jersey, Beck Lecture
  - Rev. Quincy Brown, vice president for spiritual life and church relations at LaGrange College, Parkhurst Lecture
  - “Perspectives on Hope: A Jewish, Christian, and Muslim Dialogue,” featuring clergy of the three faiths.
- Basketball’s Lady Builders posted a program-best 30 wins during a 30-5 season. The Lady Builders also became just the fifth team since 1994 with an undefeated 18-0 record through its KCAC schedule. The team qualified for the NAIA Division II Women’s Basketball National Championship tournament, and advanced to the national quarterfinals for the first time in school history.
- Top tier school in *U.S. News* college rankings.
- Victory Media, the media entity for military personnel transitioning into civilian life, named Southwestern College Professional Studies to the Military Friendly Schools list. Military Advanced Education (MAE) awarded Southwestern College Professional Studies the designation of a Top Military-Friendly college in its “2014 Guide to Military-Friendly Colleges & Universities.”
- Southwestern College vocal music department hosted the 10th annual High School Invitational Choral Festival, more than 170 high school students from seven schools singing with the A Cappella Choir.
- Green Team Southwestern purchased eight Elkay EZH20 Bottle Filling Stations to be installed around the Southwestern College campus.
- A disaster response simulation, the first of its kind in the state of Kansas, tested out the concept of Multi-Agency Resource Center (M.A.R.C.).
- John McCutcheon played in the Richardson Performing Arts Center.
- Green Team collaborated with the City of Winfield and Grace United Methodist Church to host an e-waste recycling event. and the college was crowned champions of the 2014 Electronics Recycling “E-cyclemania” competition, a special category of the nationwide RecycleMania competition.
- The TOMARI Theatrical Arts and Technologies Center was dedicated as part of Founders Day. Named in honor of lead donors Tom and Mari Wallraabenstein, the center is located just east of White Physical Education Building on Warren Street.
- The rare blooming of the Corpse Flower brought 1,400 visitors to the greenhouse on July 19.

## THE MISSION OF SOUTHWESTERN COLLEGE

Southwestern College provides a values-based learning experience that emphasizes intellectual, personal, and spiritual growth. Founded in 1885 by Kansas Methodists and now related to the Great Plains Conference of the United Methodist Church, the college offers both bachelor’s and graduate degrees on-ground and online.

Southwestern College:

- Prepares students for careers and for graduate studies with courses that foster critical thinking and effective communication and are characterized by meaningful professor-student interaction.
- Employs emerging technologies that promote learning.
- Strives to live by and teach a sustainable way of life.
- Provides preparation for a wide range of church-related vocations and involvement.
- Offers programs that embrace prior learning and facilitate career progression for working adults, members of the armed services, and persons in transition.
- Affords a residential learning experience abundant with co-curricular activities that build social awareness and interpersonal skills and cultivate an ethos of service and leadership.

**1) RELATIONSHIP GOAL**

Southwestern’s relationship with its alumni and friends will increase engagement, leading to long-term cooperation and mutual benefit.

The college will provide its faculty, staff, alumni and friends with multiple opportunities for service to the college through:

- financial support for students and programs,
- consultation with faculty and staff
- providing internships, mentoring, and career development assistance for current students,
- support in recruiting 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,
- sporting events,
- social and professional networking.

This goal’s focus and the directions that follow are external in nature. Efforts in this area expand and deepen the college’s stakeholders and works to build a wide variety of collaborative relationships.

**3-YEAR DIRECTIONS**

- Southwestern College will increase its interaction with a wide variety of audiences using a broad spectrum of communication tools.
- Southwestern College will increase the number of donors by 5% from the previous year.
- Southwestern College will provide 1,250 individuals with a summer camp experience, with 500 individuals spending at least one night.

**5) Faculty and Staff Goal**

| Faculty Salary      | FY11     |              | FY12     |              | FY13     |              |
|---------------------|----------|--------------|----------|--------------|----------|--------------|
|                     | SC Avg   | Carnegie IIB | SC Avg   | Carnegie IIB | SC Avg   | Carnegie IIB |
| Professor           | \$60,300 | \$67,900     | \$60,700 | \$70,900     | \$61,900 | \$73,500     |
| Associate Professor | \$50,900 | \$58,200     | \$52,700 | \$59,100     | \$53,400 | \$59,500     |
| Assistant Professor | \$47,100 | \$50,100     | \$48,800 | \$50,800     | \$48,300 | \$51,900     |

| Faculty Degrees Main Campus   | FY12 | FY13 | FY14 |
|-------------------------------|------|------|------|
| % with terminal degrees       | 62.5 | 72.7 | 69.8 |
| % with master’s               | 37.5 | 27.3 | 30.2 |
| % with bachelor’s             | 0    | 0    | 0    |
| <b>Faculty: Student Ratio</b> |      |      |      |
| Main Campus                   | 1:8  | 1:8  | 1:10 |
| Professional Studies          | 1:13 | 1:12 | 1:11 |

#### 4) Financial Goal

| <b>Gifts</b>            | <b>FY12</b>  | <b>FY13</b>  | <b>FY14</b>  |
|-------------------------|--------------|--------------|--------------|
| Total Gifts             | \$1,934,862  | \$3,997,587  | \$4,242,465  |
| Unrestricted Gifts      | \$511,687    | \$1,390,700  | \$1,504,586  |
| Endowment               | \$19,881,459 | \$23,053,413 | \$30,320,664 |
| <b>Financial Aid</b>    | <b>FY12</b>  | <b>FY13</b>  | <b>FY14</b>  |
| Funded by Endowment     | 16.50%       | 16.30%       | 15.44%       |
| Simple Tuition Discount | 42.60%       | 42.10%       | 39.07%       |

- Southwestern College will continue to build global initiatives.
- Southwestern College will enhance career development opportunities for students and learners.
- Southwestern College will expand and strengthen its alumni and friends professional affinity networks.
- Southwestern College will survey its Professional Studies graduates in the capstone course and 6 months post-graduation to determine employment status, satisfaction with degree and identify areas for improvement.
- Southwestern College will implement advisory groups for Professional Studies degrees.

#### 2) EDUCATIONAL GOAL

Southwestern will offer learning opportunities reflective of the college's distinctive objectives as reflected in its vision and mission.

Hallmarks of learning at Southwestern will include:

- **Critical Thinking** : Analyzing information and complex issues from multiple perspectives to arrive at reasoned decisions.
- **Ethical Reasoning**: Conscientiously practicing accepted standards of fairness and integrity.
- **Career Preparation**: Applying knowledge and critical and creative skills to excel in one's chosen career.
- **Communication**: Effectively exchanging meaning.
- **Leadership**: Communicating a vision and fostering credible and collaborative relationships toward action.

This goal and the directions that follow focus on the core function of the college which involves understanding our students and helping them learn.

**EDUCATIONAL GOAL (CONTINUED FROM PREVIOUS PAGE)**

**3-YEAR DIRECTIONS**

- Southwestern College will develop comprehensive annual plans for each academic division on the main campus.
- Southwestern College will expand its online ministry related continuing education program under the Institute for Discipleship.
- Southwestern College will build enrollments for its rural health care administration program.
- Southwestern College will implement the CAEL approved prior learning assessment program.
- Southwestern College will assess common competencies within Professional Studies across all its disciplines.
- Southwestern College Professional Studies will use data on learner usage of its Online Writing Center (OWC) to improve writing instruction in all classes as supported by faculty development training.
- Southwestern College will link program learning outcomes to course outcomes in Professional Studies.
- Southwestern College will develop a School of Education.

**3) Enrollment Goal**

| <b>Enrollment (Fall Census)</b>       | <b>FY11</b> | <b>FY12</b> | <b>FY13</b> |
|---------------------------------------|-------------|-------------|-------------|
| Main Campus Full-Time Undergraduate   | 554         | 503         | 527         |
| Main Campus Graduates                 | 21          | 21          | 21          |
| Main Campus Totals                    | 575         | 524         | 548         |
| Professional Studies Undergraduate    | 826         | 782         | 813         |
| Professional Studies Graduate         | 251         | 273         | 215         |
| Professional Studies Totals           | 1077        | 1055        | 1028        |
| Total Headcount (Includes part-time)  | 1687        | 1637        | 1661        |
| <b>Incoming Freshmen</b>              |             |             |             |
| Average ACT/HS GPA                    | 21.9        | 22.3        | 22.6        |
| Average high school GPA               | 3.45        | 3.44        | 3.52        |
| <b>Retention</b>                      |             |             |             |
| Freshman to second semester           | 88%         | 89%         | 87%         |
| Freshman to Sophomore                 | 63%         | 60%         | 66%         |
| Freshman to graduation (6 year)       | 51%         | 53%         | 54%         |
| <b>Main Campus Diversity</b>          |             |             |             |
| AHANA *                               | 23%         | 23%         | 28%         |
| International Students                | 5%          | 5%          | 8%          |
| <b>Residential Students</b>           |             |             |             |
| Number of students in student housing | 417         | 376         | 387         |

*\*African American, Hispanic, Asian, Native American*

## 2) Educational Goal

| ETS Benchmark Data - Comparison of Average Final Scores                            |                        |                                |  |        |
|--|------------------------|--------------------------------|--|--------|
|  | Average SC Final Score | Average Benchmark Final Score* | Percentage of change from freshman to senior |        |
|  |                        |                                | Average                                      | Median |
| Total  | 447                    | 448                            | +1.2%  | +1.7%  |
| Critical Thinking  | 113                    | 113                            | +1.1%  | +1.8%  |
| Reading  | 119                    | 119                            | +1.0%  | +1.7%  |
| Writing  | 115                    | 115                            | +1.2%  | +1.7%  |
| Math   | 114                    | 114                            | +0.7%  | +0.4%  |
| Humanities   | 115                    | 116                            | +0.6%  | +0.0%  |
| Social Sciences  | 115                    | 114                            | +1.4%  | +0.9%  |
| Natural Sciences   | 116                    | 116                            | +0.6%  | +0.0%  |
| <i>SC's final score of seniors who entered Southwestern as first-time freshmen</i> |                        |                                |  |        |
| <i>*Of seniors from all 4-yr institutions included in ETS database</i>             |                        |                                |  |        |

## 3) ENROLLMENT GOAL

Southwestern College will have a main campus student body reflective of:

- At least 650 full-time undergraduate and 300 graduate students.
- 425 residential students.
- Key attributes will include the following: first-time, full-time freshmen class with an average high school GPA of 3.3, an average ACT of 23.
- Retention rates for first-time, full-time freshmen as follows: More than 90% will return the second semester, 75% will return the third semester, and 60% will graduate within six years.
- Meet or surpass 20% international students and 20% AHANA (Asian, Hispanic, African American, Native American).
- Maintain a 50/50 ratio of: in state/out of state, athlete/non athlete, male/female.

The Professional Studies student body will include:

- 1,500 undergraduate degree-completion learners.
- 200 graduate students.
- Maintain a 50/50 ratio of military and non-military learners

This goal and the directions that follow focus on the core function of the college which involves the quality and quantity of the students served through the recruitment and matriculation process.

### 3-YEAR DIRECTIONS

- Southwestern College will provide improved financial services to students and families by implementing a number of communication improvement efforts.
- Southwestern College will increase student use of the Student Success Center.

*Enrollment Goal continues on following page*



**ENROLLMENT GOAL (CONTINUED FROM PREVIOUS PAGE)**

- Southwestern College will develop more cost effective, qualified lead generating efforts.
- Southwestern College will meet or exceed freshman and transfer conversion rates for Noel Levitz (a national data pool) for Four Year Private Colleges.
- Southwestern College will strengthen programmatic linkage between community engagement, multicultural recruitment and development.
- Southwestern College will increase programming in Student Life that focuses on academics, career preparation, and life after graduation.
- Southwestern College will develop a Professional Studies enrollment management plan (SEM) and achieve 90% of the goals established .
- Southwestern College will annually enroll 80 to 90 new main campus transfer students.
- Southwestern College will develop more attractive on-campus housing options for international students.
- Southwestern College will develop a new strategic plan for residential housing.
- Southwestern College will annually recruit 50-75 new international students.
- Southwestern College will identify, contract and evaluate multiple international student recruiting firms.

**METRICS**

**1) Relationship Goal**

| <b>Donors</b>   | <b>FY11</b> | <b>FY12</b> | <b>FY13</b> |
|---|-------------|-------------|-------------|
| Alumni  | 1031        | 1063        | 1193        |
| Faculty/Staff*  | 53          | 46          | 33          |
| Other Individuals                                       | 839         | 1575        | 1353        |
| Organizations   | 319         | 337         | 336         |
| *faculty/staff who are also alums are counted in alumni |             |             |             |

*Facilities and Technology Goal continued from previous page*

- Southwestern College will enhance security and accessibility to buildings
- Southwestern College will reduce energy consumption, improve waste management and increase the use of renewable energy in coordination with the implementation of a Climate Action Plan.
- Southwestern College will reduce its use of paper.
- Southwestern College will add a set construction area to the TOMARI Center.
- Southwestern College will review and develop a plan for Professional Studies technology support.

### **7) ADMINISTRATIVE GOAL**

Using the college's participation in AQIP as its guiding format, the college works to improve its management in the following areas:

- Leading and Communicating
- Measuring Effectiveness
- Planning Continuous Improvement

This goal and the directions that follow support all aspects of the college.

#### **3-YEAR DIRECTIONS**

- Southwestern College will evaluate its process maturity model (PMM) for evaluating and improving all administrative processes.
- Southwestern College will enhance its environmental compliance program.
- Southwestern College will build an academic administration to support data collection and dissemination.
- Southwestern College will standardize its J-visa program for visiting scholars.
- Southwestern College will register with multiple foreign governments.
- Southwestern College will implement, provide training, and evaluate our complaint management program.

### **4) FINANCIAL GOAL**

Southwestern College will have an improving financial situation sufficiently strong to fund the vision of the college.

Key indicators are:

- \$40 million endowment,
- \$4 million each year in gift income,
- \$1 million yearly will be unrestricted gifts to the Annual Fund,
- A minimum of 20% of institutional financial aid will be funded through the endowment.
- The main campus undergraduate unfunded cost of attendance discount rate will not exceed 38% of tuition revenue. Cost of attendance includes tuition, fees, residence hall, and meal plan revenue.

This goal and the directions that follow support all aspects of the college.

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

- Southwestern College will tie resource allocation to continuous growth and improvement goals within unit plans.
- Southwestern College will raise \$900,000 in each year for endowment.
- Southwestern College will raise \$700,000 in yearly unrestricted giving.
- Southwestern College will raise \$1,000,000 per year of new planned giving commitments.
- Southwestern College will plan for and launch a multi-year fund raising campaign.

## 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.

Key benchmarks are:

- A faculty: student ratio of 1:14.
- 65% of full-time faculty will hold the highest degree in their field.
- Salaries of full-time faculty will equal or exceed the 50th percentile of faculty salaries paid by Carnegie IIB church-related colleges.
- Salaries for administrators and staff will be appropriately benchmarked and maintained.
- Employee health care benefits will meet the government's minimum value standard of the Health Care Reform Law.

This goal and the directions that follow focus on the support function of valuing the people that relate to the college.

### 3-YEAR DIRECTIONS

- Southwestern College will enrich its human resources support by allocating resources that will allow for increased policy development and college-wide compliance awareness.
- Southwestern College will strive to annually increase its faculty and staff compensation at or above the Consumer Price Index.
- Southwestern College will facilitate training and employee development related to employee performance goals and planning.
- Southwestern College will develop and evaluate step increases for Professional Studies affiliates based on a model of excellence in teaching, and performance feedback.
- Southwestern College will evaluate a faculty mentoring program for new Professional Studies affiliates.

## 6) FACILITIES AND TECHNOLOGY GOAL

Southwestern will strive to have all facilities and technology up to date, accessible, and student centered. Specific focus will be given to issues of sustainability.

Key qualities include:

- quality residential living spaces,
- an ADA and EPA compliant campus,
- well-maintained facilities,
- attractive and sustainable campus landscaping,
- commitment to campus-wide energy efficiency improvements,
- energy efficient buildings,
- fuel efficient fleet and maintenance vehicles,
- Campus facilities which maintain a top FCI (facility condition index) rating of Good (<5%)

Using appropriate and emerging technology, Southwestern will provide students, staff, and faculty a technology-driven learning community.

Key qualities include:

- leading technology that supports student learning,
- on-going training for users of academic and administrative software,
- effective intranet backbone,
- contemporary communication systems,
- infrastructure and system relatively up to date,
- ongoing communication and training,
- secure and managed local area network and internet access,
- increased integration of systems and process in our software systems.

This goal and the directions that follow focus on supporting the college's educational and organizational operations.

### 3-YEAR DIRECTIONS

- Southwestern College will increase the level of data security.
- Southwestern College will build up and enhance our Backup and Recovery as well as our Disaster Recovery capabilities.
- Southwestern College will enhance our security through managed network access, internet usage and password authentication.