



# Goals and Directions 2012-2013

SOUTHWESTERN COLLEGE, WINFIELD, KANSAS

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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 provides a values-based learning experience that emphasizes intellectual, personal, and spiritual growth. Founded in 1885 by Kansas Methodists and now related to the Kansas West Conference of the United Methodist Church, the college offers both bachelor's and master's 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 be in the spirit of 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 positive impression and brand loyalty with college-bound students, current students and alumni.**
- Southwestern College will increase the number of donors by 5% from the previous year.**
- Southwestern College will provide 1,000 individuals with a summer camp experience, with 400 individuals spending at least one night.**
- Southwestern College will continue to build global initiatives: specific efforts include an Asian Association, the Center for Belarusian Studies, exploring opportunities in Latin America, and other partnerships.**
- Southwestern College will increase titles published and stabilize the revenue for the SC academic press.**
- Southwestern College will launch a Professional Studies "Hall of Fame" recognizing key alumni.**
- Southwestern College will enhance career development opportunities for students and learners.**
- Southwestern College will expand and strengthen its alumni and friends professional affinity networks.**

## **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
  - o Analyzing information and complex issues from multiple perspectives to arrive at reasoned decisions.
- Ethical Reasoning
  - o Conscientiously practicing accepted standards of fairness and integrity.
- Career Preparation
  - o Applying knowledge and critical and creative skills to excel in one's chosen career.
- Communication
  - o Effectively exchanging meaning.
- Leadership
  - o 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.

### **3-YEAR DIRECTIONS**

**Southwestern College will implement a "Quality Matters" (QM) initiative for key PS courses expanding the QM course library.**

**Southwestern College will assist students to increase their focus and preparedness for professions in STEM (Science, Technology, Engineering, and Mathematics) fields.**

**Southwestern College will become a leader in online ministry related education.**

**Southwestern College will increase the connection between students in the Social Sciences' curricular and co-curricular programs and the community.**

**Southwestern College will develop a rural health care program within Professional Studies.**

**Southwestern College will develop a plan for college wide e-portfolio utilization.**

**Southwestern College will assess common competencies within Professional Studies across all its disciplines.**

### **3) ENROLLMENT GOAL**

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

- at least 650 full-time undergraduate and 50 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 6% international students and 20% AHANA (Asian, Hispanic, African American, Native American).

The Professional Studies student body will include:

- 1,500 undergraduate degree-completion
- 200 graduate students.

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.**

**Southwestern College will develop more cost effective, qualified lead generating efforts.**

**Southwestern College will reach its capacity for students involved in the performing arts.**

**Southwestern College will implement career support program for all student-athletes.**

**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 and life after graduation.**

**Southwestern College will increase staffing and support services for international and ethnic minority students.**

**Southwestern College will develop a Professional Studies enrollment management plan.**

**Southwestern College will diversify its Professional Studies learner base with an increase percentage being non-military learners.**

#### **4) FINANCIAL GOAL**

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

Key indicators are:

- \$25 million endowment,
- \$4 million each year in gift income,
- \$1 million will be unrestricted gifts to the Annual Fund,
- A minimum of 20% of institutional financial aid will be funded through the endowment,
- The unfunded cost of attendance discount rate will not exceed 38% of tuition revenue.

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

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

**Southwestern College will improve and maintain a responsible, proactive, systematic collection and billing procedures.**

**Southwestern College will project and monitor scholarship spending and manage the tuition discount process.**

**Southwestern College will tie resource allocation to continuous growth and improvement goals.**

**Southwestern College will exceed the US Department of Education's financial viability ratio of 1.5.**

**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.**



### **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.

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.**

**Southwestern College will benchmark staff and administrator salaries from among national and regional markets.**

## **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,
- remodel Christy Administration Building
- remaining an ADA compliant campus,
- having well-maintained facilities,
- attractive and sustainable campus landscaping,
- a commitment to campus-wide energy efficiency improvements,
- 10-20% of electricity use on campus from renewable sources,
- using fuel efficient travel and maintenance vehicles.

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,
- an effective intranet backbone,
- contemporary communication systems.

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

### **3-YEAR DIRECTIONS**

**Southwestern College will build up a stable physical networking and software application environment.**

**Southwestern College will increase the level of data security.**

**Southwestern College will develop a network topology to insure the fastest, most reliable and most cost efficient connection for all users.**

**Southwestern College will create and maintain instructional labs and classrooms that fulfill the requirements of the curriculum, and are flexible and expandable.**

**Southwestern College will enhance security and accessibility to buildings.**

**Southwestern College will reach and maintain a top FCI (facility condition index) rating of Good (<5%) for the upkeep of college facilities.**

**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 execute a feasibility study on the building of a residential facility for sophomores and developing a renovation priority list.**

## **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 increase process and policy transparency in relationship to all registrar functions.**

**Southwestern College will implement a process maturity model (PMM) for evaluating and improving all administrative processes.**

**Southwestern College will develop key performance indicators and predictive analytics in Professional Studies.**

**Southwestern College will develop a college wide document retention policy.**

**Southwestern College will explore learner authentication solutions.**

**Southwestern College will build an environmental compliance program.**

## METRICS

### 1) Relationship Goal

Donors	FY10	FY11	FY12
Alumni	846	980	1031
Faculty/Staff*	42	53	53
Other Individuals	617	768	839
Organizations	220	359	319
As reported on annual VSE survey			
*faculty/staff who are also alums are counted in alumni			

### 2 Educational Goal

Noel-Levitz Student Satisfaction Inventory (SSI) <sup>R</sup>	<i>2007</i>	<i>2008</i>	<i>2010</i>
Scale	Gap*	Gap*	Gap*
Academic Advising	0.69	0.66	0.55
Campus Climate	0.69	0.63	0.76
Instructional Effectiveness	0.78	0.74	0.89
Registration Effectiveness	0.70	0.64	0.92
Student Centeredness	0.59	0.61	0.73
Responsiveness to Diverse Populations**	5.69	5.41	5.59

*\*Gap-the difference between the level of importance and the satisfaction  
Gap of 0=ideal; >1 =improvement needed*

*\*\*Reports level of satisfaction on a scale of 0-7*

NSSE Benchmark Comparison						
<i>LAC</i>	2008			2010		
	MC	PS	Peers	MC	PS	Peers
First-Year	49.5	-	56.0	51.1	-	57.0
Senior	54.7	60.7	58.5	56.3	64.6	60.4
<i>ACL</i>	2008			2010		
	MC	PS	Peers	MC	PS	Peers
First-Year	48.9	-	45.6	50.2	-	45.0
Senior	52.2	45.0	51.9	53.7	42.8	48.5
<i>SFI</i>	2008			2010		
	MC	PS	Peers	MC	PS	Peers
First-Year	43.5	-	35.8	41.7	-	36.6
Senior	46.9	34.1	43.5	49.3	35.7	41.7
<i>EEE</i>	2008			2010		
	MC	PS	Peers	MC	PS	Peers
First-Year	30.9	-	27.5	33.7	-	28.2
Senior	44.6	28.4	42.5	42.2	29.6	38.5
<i>SCE</i>	2008			2010		
	MC	PS	Peers	MC	PS	Peers
First-Year	65.2	-	65.1	67.3	-	67.0
Senior	65.4	63.7	61.7	63.4	67.5	63.9

*LAC - Level of Academic Challenge*  
*ACL - Active and Collaborative Learning*  
*SFI - Student-Faculty Interaction*  
*EEE - Enriching Educational Experiences*  
*SCE - Supportive Campus Environment*  
*Peers - Plains Private Institutions*

<b>Communication Outcome</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Rubric	Mean	Mean	Mean
Idea development	2.00	2.53	2.57
Organization	2.30	2.50	2.47
Use of language	2.13	2.43	2.50
Oral presentation	2.20	1.77	2.56
Interpersonal	2.27		
Writing	2.20	2.29	2.52
Use of conventions	2.00	2.32	2.51

<b>Critical Thinking Outcome</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Rubric	Mean	Mean	Mean
Problem identification	2.24	2.44	2.38
Assumption	1.97	2.30	2.26
Perspective	2.04	2.40	2.29
Evidence	1.74	2.21	2.28
Multidisciplinary	1.70	2.21	2.29
Conclusion	1.98	2.22	2.20

<b>Career Preparation Outcome</b>	<b>-</b>	<b>2011</b>	<b>2012</b>
Rubric - Application of:			Mean
Content area knowledge	-	2.60	2.14
Career preparation knowledge	-	2.61	2.25
Critical and Creative Skills	-	2.58	2.23

*Scale—1=Emerging; 2=Developing; 3=Mastering*

### 3) Enrollment Goal

<b>Enrollment (Fall Census)</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
Main Campus Full-Time Undergraduate	542	582	554
Main Campus Graduates	26	18	21
Main Campus Totals	568	600	575
Professional Studies Undergraduate	965	921	826
Professional Studies Graduate	259	249	251
Professional Studies Totals	1224	1170	1077
Total Headcount (Includes part-time)	1810	1791	1687
<b>Incoming Freshmen</b>			
Average ACT	21.5	21.3	21.9
Average high school GPA	3.0	3.3	3.45
<b>Retention</b>			
Freshman to second semester	87%	89%	88%
Freshman to Sophomore	70%	64%	63%
Freshman to graduation (6 year)	45%	52%	57%
<b>Main Campus Diversity</b>			
AHANA *	19%	21%	23%
International Students	4%	5%	5%
<b>Residential Students</b>			
Number of students in student housing	395	425	417

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

#### 4) Financial Goal

<b>Gifts</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
Total Gifts	\$3,253,849	\$3,502,308	\$1,934,862
Unrestricted Gifts	\$1,233,491	\$401,787	\$511,687
Endowment	\$18,672,491	\$21,132,144	\$19,881,459
<b>Financial Aid</b>	<b>FY09</b>	<b>FY10</b>	<b>FY12</b>
Funded by Endowment	15.4%	12.8%	16.5%
Simple Tuition Discount	44.1%	44.8%	42.6%

#### 5) Faculty and Staff Goal

<b>Faculty Salary</b>	<b>FY10</b>		<b>FY11</b>	
	SC Avg	Carnegie IIB	SC Avg	Carnegie IIB
Professor	\$59,600	\$67,800	\$60,300	\$67,900
Associate Professor	\$49,700	\$57,300	\$50,900	\$58,200
Assistant Professor	\$45,700	\$49,500	\$47,100	\$50,100

<b>Faculty Degrees Main Campus</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
% with terminal degrees	59.6	65.3	62.5
% with masters	36.1	32.7	37.5
% with bachelors	4.3	2.0	0
<b>Faculty: Student Ratio</b>			
Main Campus	1:12	1:12	1:12
Professional Studies	1:14	1:14	1:12



## 6) Facilities and Technology Goals

### Improvement Highlights

2011-2012

- Richardson remodel completed and dedicated
- Theater tech center underway
- Plant Operations moved to new facility at Warren and Viking Blvd
- Student Union roof

### Other Improvement Highlights

2011-2012

- Organ dedication
- SC academic press fully functioning
- Ed.D. degree offered and first cohort underway
- College Environmental Policy and Compliance Committee implemented

### Recognitions

- First-tier institution in *U.S. News and World Report's* "America's Best Colleges" edition.
- Selected to the 2012-13 President's Higher Education Community Service Honor Roll.
- Selected for inclusion in "The Princeton Review's Guide to 311 Green Colleges: 2011 Edition."
- 2011-2012 Buffalo Funds Five Star Champions of Character Team Award Winners (one team selected nationally for each sport and division): Men's Basketball, Golf
- Green Team Southwestern selected to receive Sustainability Education award from the Kansas of Health and Environment's (KDHE) Bureau of Waste Management.
- Professional Studies included on 2012 list of Military Friendly Schools by *G.I. Jobs*.
- Professional Studies one of the top 50 most popular colleges among active-duty servicemen and women who used tuition assistance in fiscal 2010 as reported by *Military Times Edge*.

## 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 2013	The planning council provides a status report for Trustees' review.
April 2013	Trustees act on goals and directions for the upcoming fiscal year.
January 2014	The Planning Council provides a status report for Trustees' review.
April 2014	Trustees act on goals and directions for the upcoming fiscal year.
January 2015	The planning council provides a status report for Trustees' review.
April 2015	Trustees act on goals and directions for the upcoming fiscal year.
April-Dec 2015	Stakeholders provide input, Future Task Force reviews as a part of a 3-yr cycle.
January 2016	Planning Council provides a status report for Trustee review. Futures Task Force provides its recommendations.
April 2016	Trustees act on goals and directions for the upcoming fiscal year.

## CONTRIBUTORS

In January 2012 members of the Planning Council brought a status report of the goals and directions to the Board of Trustees for their review.

Special thanks to Margaret Robinson for final production of this document and to the members of the 2011-2012 Planning Council:

Stephen K. Wilke, chair

Stephen Woodburn, Faculty Chair

Michael Holmes, Director of Academic Affairs for Professional Studies

Margaret Robinson, Director of Institutional Research

Members with three-year terms:

Donna Boese	2009-2012	Tad Humphrey	2011-2014
Lonnie Boyd	2009-2012	Marla Sexson	2011-2014
Kristen Pettey	2009-2012	Saeed Yazdani	2011-2014
Sarah Hallinan	2010-2013		
Dana Johnson	2010-2013		
John Scaggs	2010-2013		

This year's current 2012-2013 Planning Council members are:

Stephen K. Wilke, chair

Stephen Woodburn, Faculty Chair


Pamela Monaco, VP and Chief Academic Officer for Professional Studies

Margaret Robinson, Director of Institutional Research

Members with three-year terms:

Sarah Hallinan	2010-2013	Aimee Campbell	2012-2015
Dana Johnson	2010-2013	Brendon Fox	2012-2015
John Scaggs	2010-2013	Tammy McEwen	2012-2015
Tad Humphrey	2011-2014		
Marla Sexson	2011-2014		
Saeed Yazdani	2011-2014		

Cover designed by Susan Burdick

A scenic view of a campus at sunset. In the foreground, a set of concrete stairs with metal railings leads down. To the left, a small tree is in full bloom with white flowers. A large, tall pine tree stands in the middle ground. The background shows a grassy area, more trees, and a building under a sky with soft orange and yellow light from the setting sun.

**Approved by the Board of Trustees  
APRIL 20, 2012**