



Goals and Directions 2013-2014

SOUTHWESTERN COLLEGE, WINFIELD, KANSAS

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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 Great Plains 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 work 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, exploration of 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 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 six months post-graduation to determine satisfaction with degree and identify areas for improvement.
- Southwestern College will implement business/industry focus groups for its 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.

3-YEAR DIRECTIONS

- Southwestern College will implement a "Quality Matters" (QM) initiative for key Professional Studies 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 develop a rural health care administration program within Professional Studies.
- Southwestern College will invigorate its approach to prior learning assessment in Professional Studies in response to the multiple ways adult learners acquire an education.
- Southwestern College Professional Studies will hire four full-time faculty personnel as program managers for its academic programs in the next three years.
- Southwestern College will develop and implement a college-wide tutoring program.
- Southwestern College will assess common competencies within Professional Studies across all its disciplines.
- Southwestern College will develop a School of Education.
- Southwestern College will expand its bibliographic instruction and reference services to support the master's and doctoral programs by increasing the library staff to 4 FTE staff who are qualified at the MLS level or above.

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 learners.
- 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 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 develop a Professional Studies enrollment management plan.
- Southwestern College will diversify its Professional Studies learner base by increasing non-military learners.
- Southwestern College Professional Studies will implement a volunteer student mentoring program pairing experienced and new learners for each degree.
- Southwestern College will annually enroll 80 to 90 new main campus transfer students.
- Southwestern College will develop residence life policies and marketing to provide more attractive on-campus housing options for transfer students.
- Southwestern College will develop a pricing, marketing and policy plan designed to achieve an average headcount per semester of 425 students in on-campus housing.
- Southwestern College will annually recruit 30-35 new international (undergraduate/graduate) students.

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 develop step increases for Professional Studies affiliates based on a model of longevity of service, excellence in teaching, and performance feedback.
- Southwestern College will implement 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,
- remodel Christy Administration Building/Richardson Auditorium,
- an ADA compliant campus,
- well-maintained facilities,
- attractive and sustainable campus landscaping,
- modern track and football stadium facilities,
- commitment to campus-wide energy efficiency improvements,
- energy efficient buildings; 50% of our buildings meeting LEED green building standards,
- 10-20% of electricity use on campus from renewable sources,
- fuel efficient fleet 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 conduct several major remodeling projects in the residence halls.
- Southwestern College will create a Theatre Technology Center with new construction and remodeling of the current Dixon Plant Operations Building.

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 identify key performance indicators for Professional Studies and will use summative dashboards for tracking progress.
- Southwestern College will develop a college wide document retention policy.
- Southwestern College will explore learner authentication solutions.
- Southwestern College will continue to develop an environmental compliance program.

METRICS

1) Relationship Goal

| Donors | FY11 | FY12 | FY13 |
|---|-------------|-------------|-------------|
| Alumni | 980 | 1031 | 1063 |
| Faculty/Staff* | 53 | 53 | 46 |
| Other Individuals | 768 | 839 | 1575 |
| Organizations | 359 | 319 | 337 |
| As reported on annual VSE survey | | | |
| *faculty/staff who are also alums are counted in alumni | | | |

2) Financial Goal

| Gifts | FY11 | FY12 | FY13 |
|-------------------------|--------------|--------------|--------------|
| Total Gifts | \$3,502,308 | \$1,934,862 | \$3,997,587 |
| Unrestricted Gifts | \$401,787 | \$511,687 | \$1,390,700 |
| Endowment | \$21,132,144 | \$19,881,459 | \$23,053,413 |
| Financial Aid | FY10 | FY12 | FY13 |
| Funded by Endowment | 12.80% | 16.50% | 16.30% |
| Simple Tuition Discount | 44.80% | 42.60% | 42.10% |

3) Educational Goal

| NSSE Benchmark Comparison | | | | | | |
|---------------------------|------|------|-------|------|------|-------|
| <i>LAC</i> | 2010 | | | 2012 | | |
| | MC | PS | Peers | MC | PS | Peers |
| First-Year | 51.1 | - | 57 | 50.6 | - | 56.5 |
| Senior | 56.3 | 64.6 | 60.4 | 55.4 | 59.7 | 60.1 |
| | | | | | | |
| <i>ACL</i> | 2010 | | | 2012 | | |
| | MC | PS | Peers | MC | PS | Peers |
| First-Year | 50.2 | - | 45 | 47.2 | - | 44.1 |
| Senior | 53.7 | 42.8 | 48.5 | 54.7 | 44.6 | 50.7 |
| | | | | | | |
| <i>SFI</i> | 2010 | | | 2012 | | |
| | MC | PS | Peers | MC | PS | Peers |
| First-Year | 41.7 | - | 36.6 | 39.0 | - | 37.7 |
| Senior | 49.3 | 35.7 | 41.7 | 54.3 | 35.9 | 43.1 |
| | | | | | | |
| <i>EEE</i> | 2010 | | | 2012 | | |
| | MC | PS | Peers | MC | PS | Peers |
| First-Year | 33.7 | - | 28.2 | 30.8 | - | 28.3 |
| Senior | 42.2 | 29.6 | 38.5 | 48.0 | 30.6 | 38.5 |
| | | | | | | |
| <i>SCE</i> | 2010 | | | 2012 | | |
| | MC | PS | Peers | MC | PS | Peers |
| First-Year | 67.3 | - | 67 | 67.9 | - | 68.3 |
| Senior | 63.4 | 67.5 | 63.9 | 65.0 | 62.0 | 64.0 |

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

| Noel-Levitz Student Satisfaction Inventory (SSI) ^R | 2008 | 2010 | 2012 |
|---|------|------|------|
| <u>Scale</u> | Gap* | Gap* | Gap* |
| Academic Advising | 0.66 | 0.55 | 0.52 |
| Campus Climate | 0.63 | 0.76 | 0.65 |
| Instructional Effectiveness | 0.74 | 0.89 | 0.69 |
| Registration Effectiveness | 0.64 | 0.92 | 0.63 |
| Student Centeredness | 0.61 | 0.73 | 0.6 |
| Responsiveness to Diverse Populations** | 5.41 | 5.59 | 5.55 |

*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

| Communication Outcome | 2010 | 2011 | 2012 |
|-----------------------|------|------|------|
| 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 |

| Career Preparation Outcome | - | 2011 | 2012 |
|------------------------------|---|------|------|
| Rubric - Application of: | | Mean | 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) Educational Goal (continued)

| Critical Thinking Outcome | 2010 | 2011 | 2012 |
|----------------------------------|-------------|-------------|-------------|
| 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 |

4) Enrollment Goal

| Enrollment (Fall Census) | FY11 | FY12 | FY13 |
|---------------------------------------|-------------|-------------|-------------|
| Main Campus Full-Time Undergraduate | 582 | 554 | 503 |
| Main Campus Graduates | 18 | 21 | 21 |
| Main Campus Totals | 600 | 575 | 524 |
| Professional Studies Undergraduate | 921 | 826 | 782 |
| Professional Studies Graduate | 249 | 251 | 273 |
| Professional Studies Totals | 1170 | 1077 | 1055 |
| Total Headcount (Includes part-time) | 1791 | 1687 | 1637 |
| Incoming Freshmen | | | |
| Average ACT/HS GPA | 21.3 | 21.9 | 22.3 |
| Average high school GPA | 3.3 | 3.45 | 3.44 |
| Retention | | | |
| Freshman to second semester | 89% | 88% | 89% |
| Freshman to Sophomore | 64% | 63% | 54% |
| Freshman to graduation (6 year) | 52% | 57% | 51% |
| Main Campus Diversity | | | |
| AHANA * | 21% | 23% | 23% |
| International Students | 5% | 5% | 5% |
| Residential Students | | | |
| Number of students in student housing | 425 | 417 | 376 |

*African American, Hispanic, Asian, Native American

5) Faculty and Staff Goal

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

| Faculty Degrees Main Campus | FY11 | FY12 | FY13 |
|--------------------------------|------|------|------|
| % with terminal degrees | 65.3 | 62.5 | 72.7 |
| % with master's | 32.7 | 37.5 | 27.3 |
| % with bachelor's | 2 | 0 | 0 |
| Faculty: Student Ratio | | | |
| Main Campus | 1:9 | 1:8 | 1:8 |
| Professional Studies | 1:13 | 1:13 | 1:12 |

2012-2013 Improvement Highlights/Recognitions

- *US News*: Best Online Bachelor's Programs
- *US News*: Best Online Bachelor's Programs for Veterans
- *US News*: Top-Tier School
- SC Learning Center earns NAEYC accreditation
- Get Educated.com names Six Southwestern College Professional Studies Programs to “Best Buy” Lists
- Scott Nuss (the college’s first full time sports information director) named KCAC SID of the year.
- Jinx Radio station remodeled
- Wallingford restrooms remodeled
- Spectrum System, an enrollment management platform for admission use, implemented.
- Community Service Honor Roll names SC to President’s Service Learning Honor Roll.
- Dawn Pleas-Bailey honored by Penn State
- Cheryl Rude Selected as 2012 Engaged Faculty Fellow
- SC continues as Outstanding Sustainability School
- Green Team Southwestern is a KACEE award recipient
- Women’s Basketball – KCAC Tournament Champions, advances to national tournament for third straight season
- Men’s golf – NAIA Champions of Character team award winner
- Women’s golf – NAIA Champions of Character team award winner.
- KCAC Championships: men’s cross country, men’s indoor track & field, women’s indoor track & field, men’s golf
- NAIA National Tournament Participants: men’s cross country, women’s cross country, men’s indoor track & field, women’s indoor track & field, women’s basketball, men’s outdoor track & field, women’s outdoor track & field
- 56 KCAC Scholar-Athletes
- 16 NAIA Scholar-Athletes

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 2014 The Planning Council provides a status report for Trustees' review.

March -Dec 2014 Stakeholders provide input, Future Task Force reviews as a part of a 3-yr cycle.

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.
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.

CONTRIBUTORS

In January 2013 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 all involved in the final production of this document and to the members of the 2012-2013 Planning Council:

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

The 2013-2014 Planning Council members are:

Stephen K. Wilke, chair

Tracy Fredrick, Faculty Chair

Pamela Monaco, VP and Chief Academic Officer for Professional Studies

Margaret Robinson, Director of Institutional Research

Tad Humphrey 2011-2014

Marla Sexson 2011-2014

Saeed Yazdani 2011-2014

Aimee Campbell 2012-2015

Brendon Fox 2012-2015

Tammy McEwen 2012-2015

Denise Stephens 2013-2016

Amber Good 2013-2016

Carrie Lane 2013-2016

Cover designed by Susan Burdick

A scenic photograph of a large, dark evergreen tree silhouetted against a sunset sky. The sky is filled with soft, orange and yellow clouds. In the foreground, a set of concrete stairs with a metal railing leads down a hillside. The railing is illuminated by warm, golden light. The overall atmosphere is peaceful and serene.

**Approved by the Board of Trustees
APRIL 2013**