

Approved by the Board of Trustees
APRIL 16, 2010

Goals and Directions 2010-2011

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 expand its donor base by 5%.

Southwestern College will foster alumni, community, and church pride and support through a well-designed celebration of the college's 125th anniversary from Homecoming 2010—Homecoming 2011.

Southwestern College will expand the scope of its summer camp and conference programs.

Southwestern College will continue to establish global initiatives; specific efforts include, a Chinese Association, Belarusian Institute and exploring opportunities with Mexico.

Southwestern College will expand the SC academic press.

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 provide convergence news media experience for students in the campus communications program.

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

Southwestern College will implement an outcomes assessment initiative consistent with College Choices for Adult Learners -- Transparency by Design guidelines and goals.

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 promote more involvement between the nursing program and professional organizations, clinical agencies and the community.

Southwestern College will meet all relevant academic accreditation standards, especially in regards to developing an EdD.

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.

Southwestern College will develop and conduct a student life program evaluation process on the campus.

Southwestern College will develop a system to track PS learner issues with a goal of having a 90% issue resolution on first contact.

Southwestern College will expand digital information access for all students, faculty and staff.

Southwestern College will increase student use of the learning center on the main campus.

Southwestern College will evaluate and focus on developing more cost effective, qualified lead generating efforts resulting in an increase in main campus enrollment.

Southwestern College will create an intentional supportive learning community for PS learners which goes beyond individual course participation.

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

Southwestern College will develop, implement and publicize a community service project for each team and the athletic program as a whole.

Southwestern College will continue to seek opportunities through PS to expand military partnerships while at the same time work to rebalance non-military opportunities (e.g., community college, business/industry and international partnerships).

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.

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

3-YEAR DIRECTIONS

Southwestern College will strengthen revenues by creating responsible, proactive, systematic collection and billing procedures.

Southwestern College will project and monitor scholarship spending to inform the overall tuition discount process.

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

Southwestern College will complete the Great Performances Campaign (June 30, 2012).

Southwestern College will raise \$825,000 in yearly unrestricted giving.

Southwestern College will raise \$900,000 in each year for endowment.

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.

Southwestern College will strengthen the compensation for its PS affiliate faculty.

Southwestern College will strive to increase annually 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 begin benchmarking 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/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 a stable physical networking and software application environment.

Southwestern College will maintain a high level of data security.

Southwestern College will complete a main campus landscaping renovation.

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 fund-raise and construct a new field and stadium (to be dedicated at Homecoming 2010).

Southwestern College will fund-raise and construct a renovated Richardson Auditorium (to be dedicated at Homecoming 2011).

Southwestern College will improve its athletic related facilities.

Southwestern College will develop strategies for paper reduction.

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 Continues 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 have all administrative processes fully documented.

Southwestern College will formalize the institutional research office for the gathering and analyzing of data to support data driven quality improvements.

METRICS

1) Relationship Goal

Donors	FY08	FY09	FY10
Alumni	1119	886	1154
Faculty/Staff	52	56	98
Other Individuals	532	550	551
Organizations	206	216	220

2 Educational Goal

NSSE Benchmark Comparison						
LAC	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
ACL	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
SFI	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
EEE	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
SCE	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

Noel-Levitz Student Satisfaction Inventory (SSI) ^R	2006	2007	2008
Scale	Gap*	Gap*	Gap*
Academic Advising	0.73	0.69	0.66
Campus Climate	0.72	0.69	0.63
Instructional Effectiveness	0.69	0.78	0.74
Registration Effectiveness	0.60	0.70	0.64
Student Centeredness	0.67	0.59	0.61
Responsiveness to Diverse Populations**	5.66	5.69	5.41

*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	2009	2010
Rubric	Mean	Mean
Idea development	2.30	2.00
Organization	2.33	2.30
Use of language	2.23	2.13
Oral presentation	2.53	2.20
Interpersonal	2.08	2.27
Intercultural	2.40	
Writing	2.27	2.20
Use of conventions	2.13	2.00

Critical Thinking Outcome		
Rubric	Mean	Mean
Problem identification	2.40	2.24
Assumption	2.08	1.97
Perspective	2.08	2.04
Evidence	1.77	1.74
Multidisciplinary	1.81	1.70
Conclusion	1.93	1.98

Scale—1=Poor; 2=Acceptable; 3=Excellent

3) Enrollment Goal

Enrollment (Fall Census)	FY08	FY09	FY10
Main Campus Full-Time Undergraduate	559	552	542
Main Campus Graduates	37	61	26
Main Campus Totals	596	613	568
Professional Studies Undergraduate	943	1055	965
Professional Studies Graduate	120	139	259
Professional Studies Totals	1063	1194	1224
Total Headcount (Includes part-time)	1703	1823	1810
Incoming Freshmen			
Average ACT/HS GPA	21.9	22.1	21.5
Average high school GPA	3.4	3.4	3.0
Retention			
Freshman to second semester	79%	84%	87%
Freshman to Sophomore	65%	69%	70%
Freshman to graduation (6 year)	46%	50%	45%
Main Campus Diversity			
AHANA *	16%	16%	19%
International Students	3%	5%	4%
Residential Students			
Number of students in student housing	404	431	395

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

4) Financial Goal

Gifts	FY08	FY09	FY10
Total Gifts	\$2,539,189	\$2,493,880	\$3,253,849
Unrestricted Gifts	\$638,133	\$683,544	\$1,233,491
Endowment	\$16,068,000	\$14,711,887	\$18,672,491
Financial Aid	FY08	FY09	FY10
Funded by Endowment	15.1%	15.4%	12.8%
Simple Tuition Discount	40.6%	44.1%	44.8%

5) Faculty and Staff Goal

Faculty Salary	FY08		FY09	
	SC Avg	Carnegie IIB	SC Avg	Carnegie IIB
Professor	\$56,000	\$66,800	\$58,000	\$67,000
Associate Professor	\$47,000	\$55,600	\$49,300	\$57,000
Assistant Professor	\$44,600	\$48,100	\$46,000	\$48,700

Faculty Degrees Main Campus	FY08	FY09	FY10
% with terminal degrees	58.3	57.1	59.6
% with masters	37.5	40.8	36.1
% with bachelors	4.2	2	4.3
Faculty: Student Ratio			
Main Campus	1:12	1:12	1:12
Professional Studies	1:13	1:13	1:14

6) Facilities and Technology Goals

Improvement Highlights 2009-2010

- Climate action plan submitted
- All students are now able to order textbooks online
- Online services for students to access their school information upgraded and improved
- New stadium and performing arts center projects underway

Other Improvement Highlights 2009-2010

- AQIP/North Central accreditation successfully met
- New Master of Arts in Theological Studies (MATS) approved
- The Great Performances campaign was successfully launched

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 2011	The Planning Council provides a status report on the strategic plan for the Trustees to review. Trustees approves the budget for the upcoming fiscal year.
April 2011	Trustees act on goals and directions for the upcoming fiscal year beginning in July.
April-Dec 2011	Stakeholders provide input, Future Task Force reviews as a part of a 3-yr cycle.
January 2012	Planning Council provides a status report for Trustee review. Futures Task Force provides its recommendations.
April 2012	Trustees act on goals and directions for the upcoming fiscal year.
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 .

CONTRIBUTORS

In January 2010 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 2009-2010 Planning Council:

Stephen K. Wilke, chair
Terry Barnett, Faculty Chair
Gail Cullen, Director of Academic Affairs of Professional Studies
Margaret Robinson, Director of Institutional Research

Members with three-year terms:

Joni Rankin	2007-2010	Donna Boese	2009-2012
Dan Falk	2007-2010	Kristen Pettey	2009-2012
Crystal Peng	2007-2010	Lonnie Boyd	2009-2012
David Gardner	2008-2011		
Veronica McAsey	2008-2011		
Jessica Hornbostel	2008-2011		

This year's current 2010-2011 Planning Council members are:

Stephen K. Wilke, chair
Terry Barnett, Faculty Chair
Gail Cullen, Director of Academic Affairs for Professional Studies
Margaret Robinson, Director of Institutional Research

Members with three-year terms:

David Gardner	2008-2011	Sarah Hallinan	2010-2013
Veronica McAsey	2008-2011	Dana Johnson	2010-2013
Jessica Hornbostel	2008-2011	John Scaggs	2010-2013
Donna Boese	2009-2012		
Kristen Pettey	2009-2012		
Lonnie Boyd	2009-2012		

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