

**GOALS  
AND  
DIRECTIONS  
FOR  
SOUTHWESTERN  
COLLEGE**

**GOALS AND DIRECTIONS  
APPROVED BY THE  
BOARD OF TRUSTEES  
APRIL 8, 2006**

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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 expects 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**

The Goals attempt to paint, in broad brush strokes, a picture of what Southwestern College hopes to become by the fall of 2016. Of course, change is constant, inevitable, and frequently unpredictable. Therefore, every three years the goals are reviewed and updated by the presidentially-approved 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 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 for traditional age students, undergraduate degree completion programs online and on ground adult learners, and graduate degrees online and on ground for both full-time and part-time learners. 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 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 will emphasize its comprehensive nature and its commitment to meeting the educational needs of many different kinds of learners. Consequently, it will enjoy a growing regional reputation for the quality and completeness of its educational program. This quality and completeness will be reflected in the success of its graduates.

The college will be ranked among the top tier of Midwestern regional comprehensive colleges in the US News and World Report America's Best Colleges report. Indicators of quality (NSSE results, SSI results, assessment of academic outcomes, etc.) will continue to indicate high levels of engagement and satisfaction among the

college's students. Accreditation by the Higher Learning Commission of the North Central Association of Colleges and Schools will be maintained.

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 college's service area. The college will support the work of church clergy, lay leaders, congregations, and institutions. The church, in turn, will provide financial support for the college and will work actively to aid the college's recruitment of students from its congregations.

The Southwestern College Board of Trustees will be diverse, talented, and proactive in maintaining year-round involvement with the college and its programs. Trustees will participate in orientation and training opportunities that foster the 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 and through active, personal outreach to individuals and organizations who can provide financial support for the college.

The college's administrative leadership will create an environment in which quality improvement is emphasized and valued. Administrators will exemplify a commitment to professional development and the application of best educational practices to the work of the college.

## 1) RELATIONAL GOAL

Southwestern's relationship with its alumni and friends will be in the spirit of long-term cooperation and mutual benefit. 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,
- service on 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, and other offerings.

Southwestern will seek out its alumni for volunteer participation in the promotion of the college for recruitment, retention, and fund-raising purposes. By developing programs that encourage active engagement with the college and that enhance alumni pride in Southwestern College, the institution will achieve an increase in alumni who give and their total yearly donations (see appendix A, page 10).

Southwestern College will target both internal and external markets with messages that promote the college's vision, achievements, and capabilities in order to support recruitment, retention, and fund-raising activities. These messages will highlight the college's commitment to academic excellence, service learning, access to higher education for a variety of ages and life situations, leadership in technology access, Christian values, and the United Methodist connection in ways that differentiate Southwestern from community colleges, public four-year colleges, and other post-secondary choices.

Southwestern will actively seek networking opportunities to enhance access to talent, expertise, and resources. 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.**

- A. Develop a strategy for determining baseline market awareness.
- B. Establish measurable baselines for volunteer assistance in recruitment, retention, and fundraising efforts.

## **2) FINANCIAL VIABILITY GOAL**

Southwestern's financial situation will be sufficiently strong to fund the vision of the college. Its \$40 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 \$4 million each year in gift income, (see appendix C, page 11) of which \$1 million (see appendix D, page 11) will be unrestricted gifts to the Annual Fund.

On the main campus, a minimum of 25% of institutional financial aid will be funded through the endowment (see appendix E, page 12). The college's simple tuition discount rate will not exceed 40% of tuition revenue (see appendix, F, 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.

Professional Studies tuition will be in line with other institutions. Specific attention will be given to employer and military reimbursement programs.

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 G, page 13).

### **DIRECTION AND STEPS**

**Southwestern College will pursue competitive tuition strategies and aggressive fund raising and constituent development.**

- A. Increase the percentage of financial aid funded by endowed scholarships.
- C. Set competitive institutional aid policies on the main campus to help ensure a simple tuition discount rate of no more than 40%.
- D. Continue the Heart of the Hill, Phase II Campaign.
- E. Increase financial support from alumni.

### 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.

The college will expand learning opportunities in partnerships with businesses, industries, schools, churches, professional organizations, government, and communities, and summer programs.

#### DIRECTION AND STEPS

**Southwestern College will expand its response to the educational needs of a more diverse student population.**

- A. Apply to the Higher Learning Commission for an open statement of affiliation.
- B. Begin a systematic program review for the main campus, initially selecting one program per year for complete review with continued systematic review at Professional Studies.
- C. Develop a strategic planning process for the main campus academic unit.
- D. Continue to strengthen faculty development at Professional Studies.
- E. Increase, support, and assess off-campus learning initiatives for main-campus students through internships, study abroad, field trips, cross-cultural experiences, and research opportunities.
- F. Incorporate a visiting scholar's fellowship.



#### 4) ENROLLMENT GOAL

The main campus student body will include at least 700 students, 450 of whom will reside on campus (see appendix H, 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 I, page 13), an average ACT of 23 (see appendix J, page 14). 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 K page 14), and 60% will graduate within six years.

The student body on the main campus will have a broad representation of racial, cultural, and geographic background. Efforts will be in place to meet or surpass 6% international students and 20% AHANA (Asian, Hispanic, African American, Native American) (see appendix L, page 15).

The Professional Studies' student body will include 2,000 undergraduate degree-completion and graduate students who will study at Professional Studies centers or complete courses and degrees through distance learning opportunities (see appendix M, page 16).

Regularly added new programs on both the main campus and Professional Studies will meet market demands and enhance student recruitment efforts by creating and aligning courses, majors, and programs with regional, national, and international market interests.

#### DIRECTION AND STEPS

**Southwestern College will grow in student numbers to 625 on the main campus, 900 in professional studies and SC online, and 250 in graduate programs for a headcount of 1,775.**

A. Promote program enrollments throughout the main campus with specific focus on Education, Natural Science, Business, Communications, and Athletic Training.

B. Develop strategies (programs to acclimate students to the culture of the college, i.e., orientation, campus visits) to meet and exceed main campus retention goals.

C. Expand recruitment in the state of Oklahoma for both main campus and Professional Studies.

D. Increase adult learning programs with U.S. military and government civilian personnel..

E. Identify and develop new markets based on market needs.

## **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 N, page 16). Of the main campus full-time faculty, 85% will hold the highest degree in their field (see appendix O, page 17). The salaries of full-time faculty will equal or exceed the 50<sup>th</sup> percentile of faculty salaries paid by Carnegie IIB church-related colleges (see appendix P, 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 N, 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 consider the feasibility of developing a merit-based or 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. Ensure that faculty raises exceed the cost of living increases.
- B. Identify administrator and staff wages and benefits of comparable position within the Kansas Independent College Association and our Cowley County Region.
- C. Address two areas for improvement identified by the annually administered employee satisfaction survey.
- D. Achieve 100% completion of annual full-time employee performance appraisals.

## **6) FACILITIES AND TECHNOLOGY GOAL**

Southwestern will strive to have all facilities up to date, accessible, and student centered. Their safety, flexibility, usefulness, and attractiveness will enhance the institution's image. College facilities 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 plan requires professionally maintained and renovated facilities adequately supported by the college's budget.

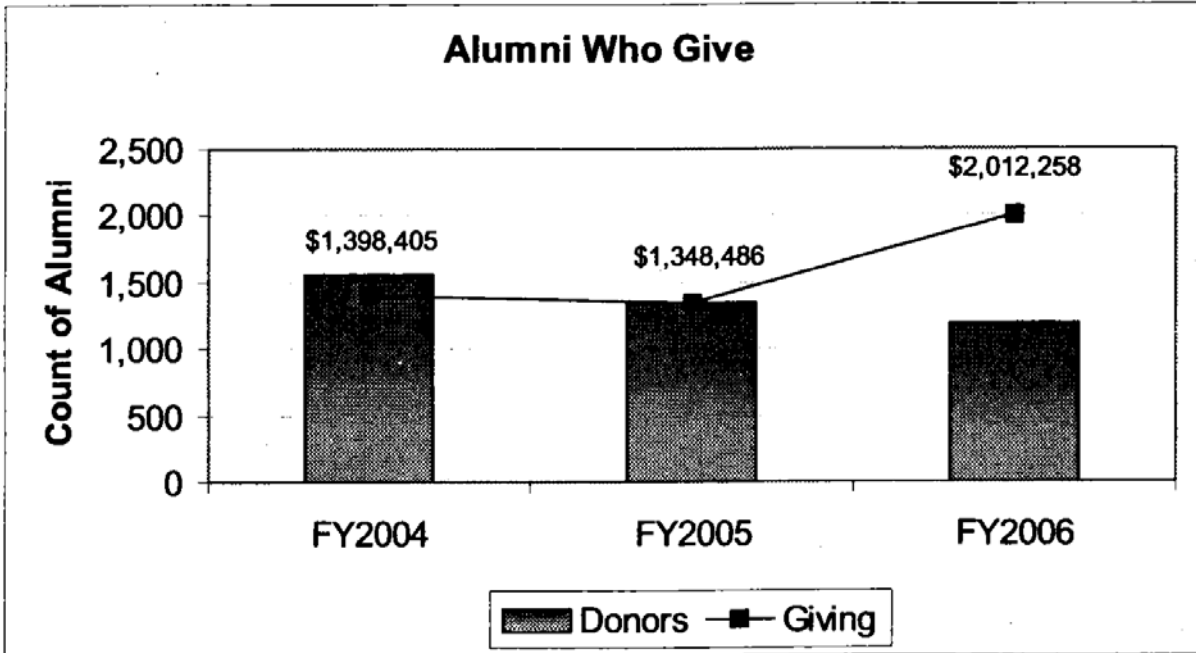
Using appropriate and emerging technology, Southwestern will provide students, staff, and faculty a technology-driven learning community. College buildings will be appropriately equipped, to the greatest extent possible, for wireless connectivity. Appropriate access to the college's website will be extended to alumni and friends, with users being able to choose from a varied menu of services.

### **DIRECTION AND STEPS**

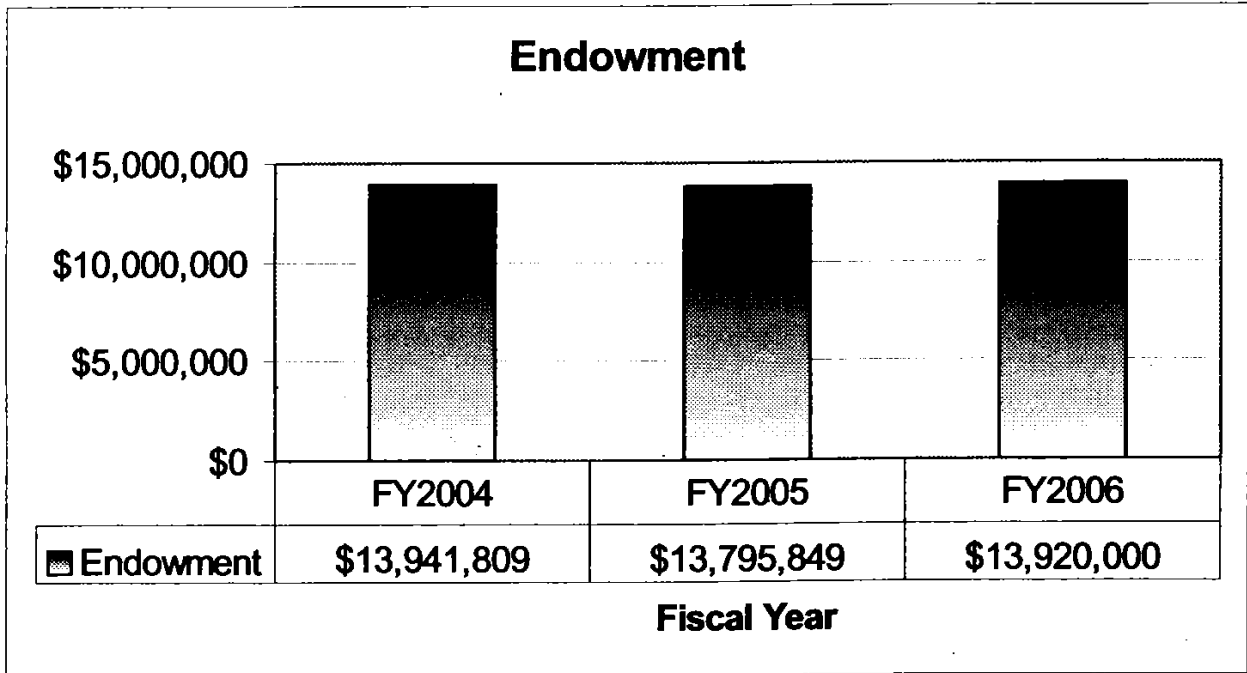
**Southwestern College will expand, improve, and fully utilize its facilities and technology.**

- A. Upgrade and maintain residential living spaces to meet main campus residential student goals.
- B. Develop a plan to remodel Christy Administration Building/Richardson Hall.
- C. Develop a plan to upgrade the quality of the college library facilities and resources.
- D. Convert to and support a secure, web-enhanced administrative software platform that enables all users to enter and access meaningful data..
- E. Assess, design, and install a 10Gb Intranet backbone including wiring and hardware upgrades.
- F. Expand wireless coverage to all areas of the campus including residence halls.
- G. Develop a plan for all facilities to be ADA compliant.
- H. Develop a plan to upgrade campus landscaping.
- I. Develop budget planning to maintain facilities.

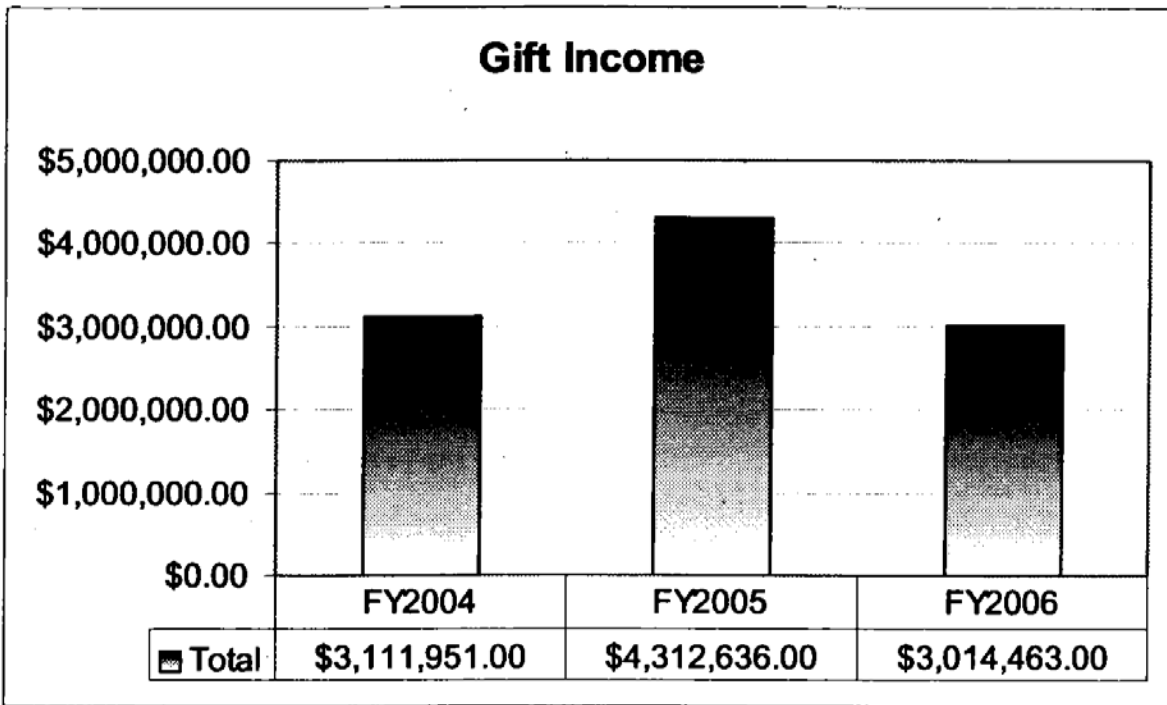
Appendix A



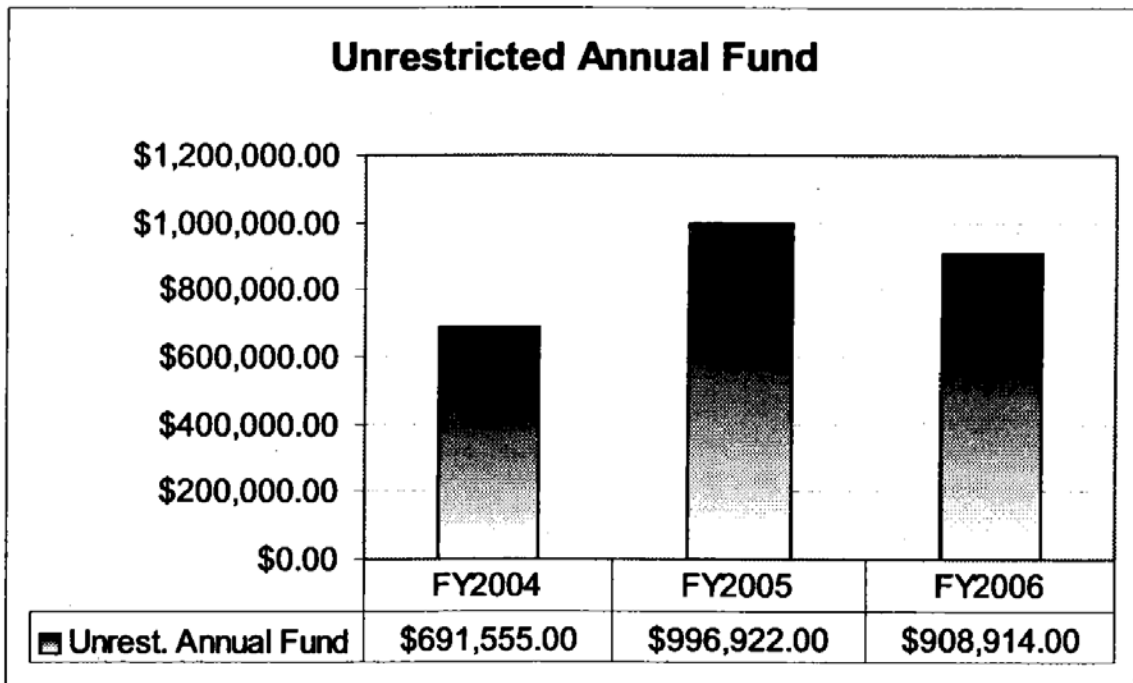
Appendix B



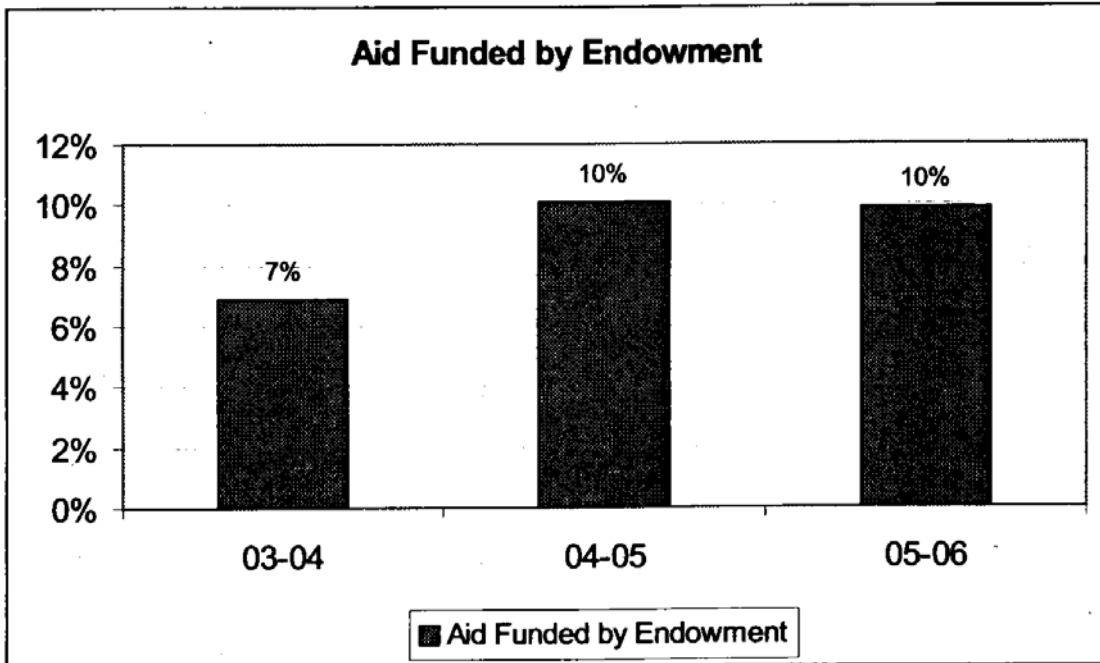
Appendix C



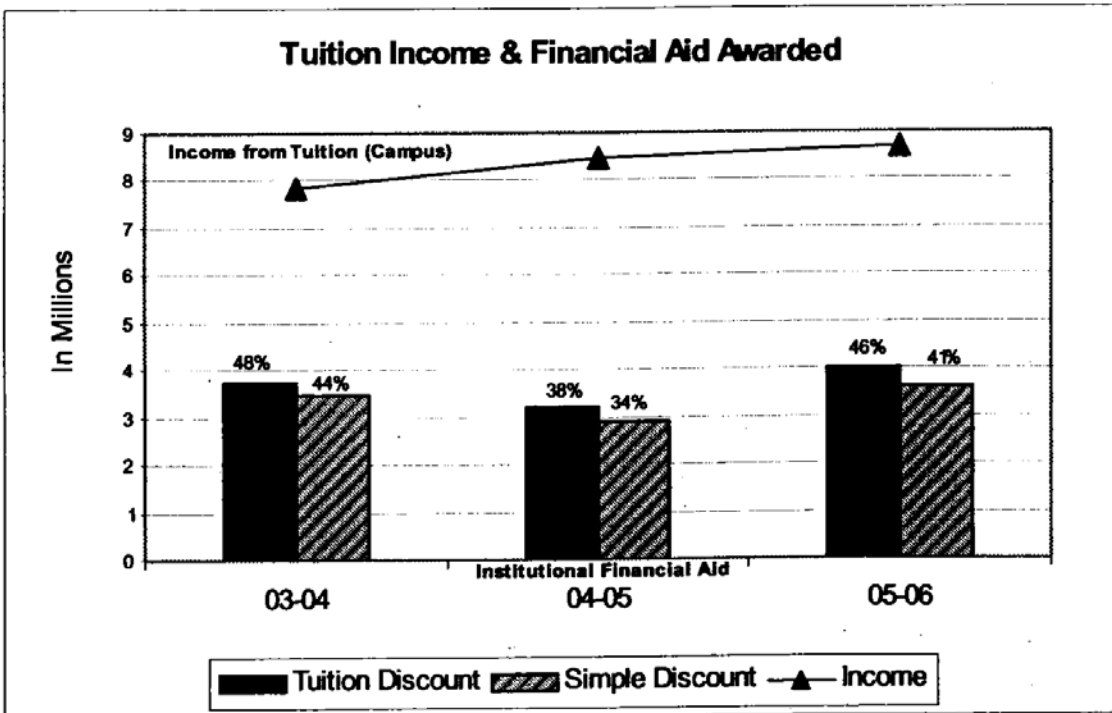
Appendix D



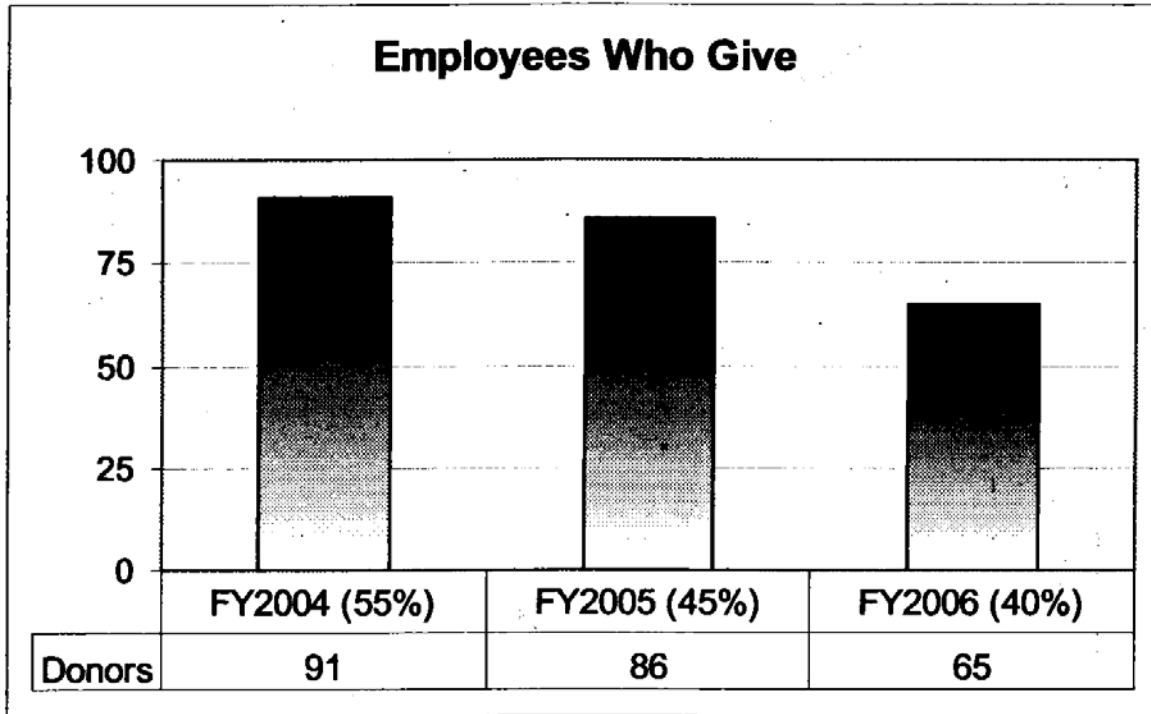
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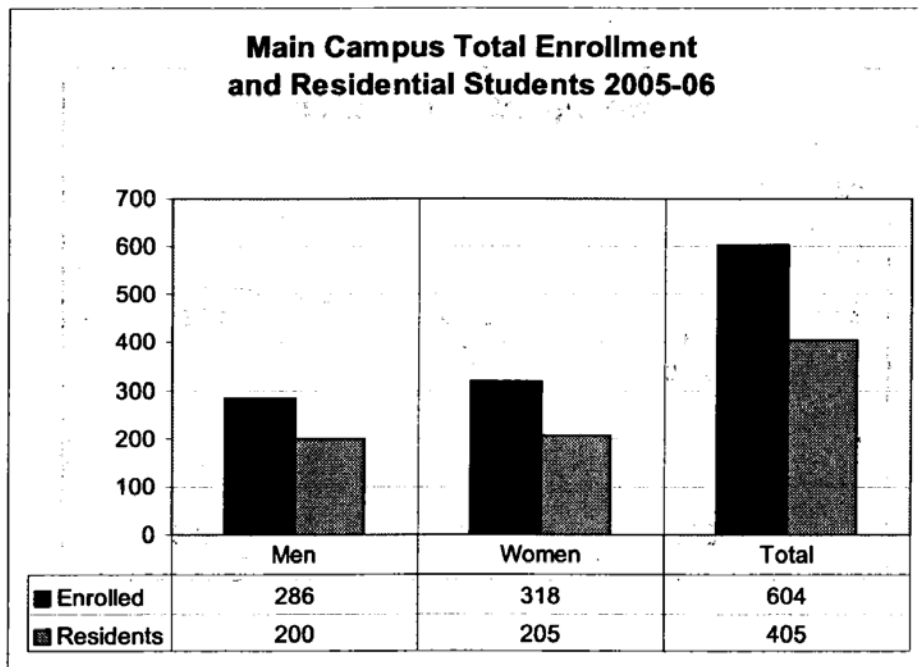
### Appendix F



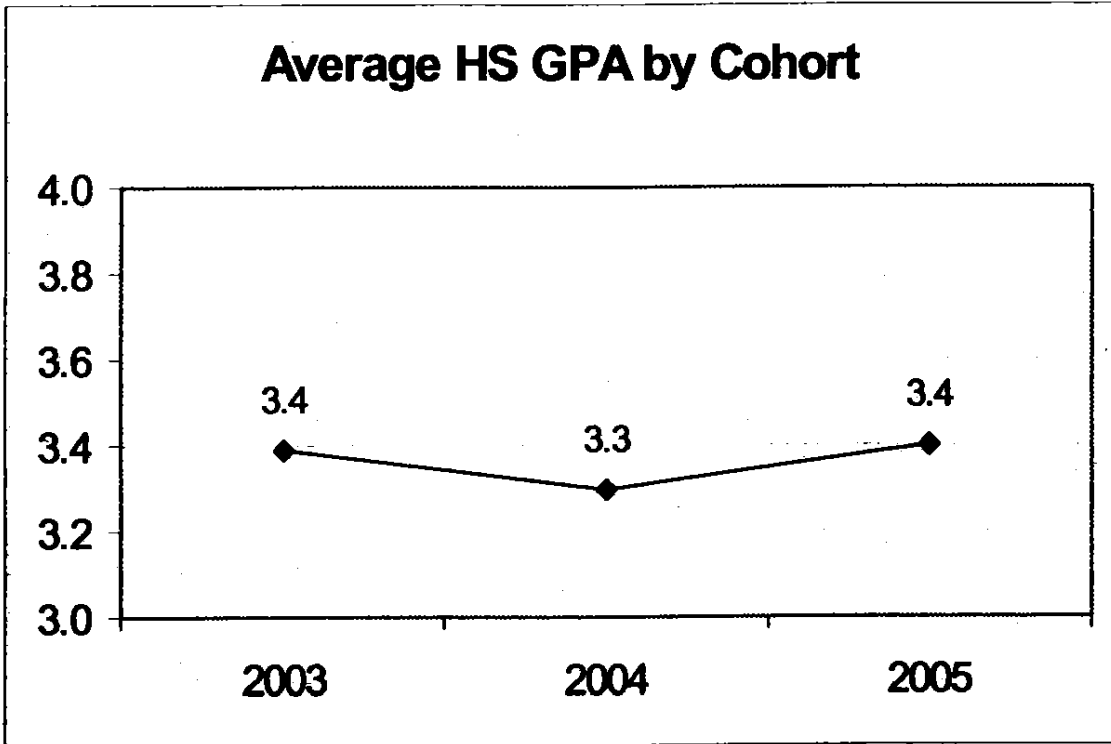
### Appendix G



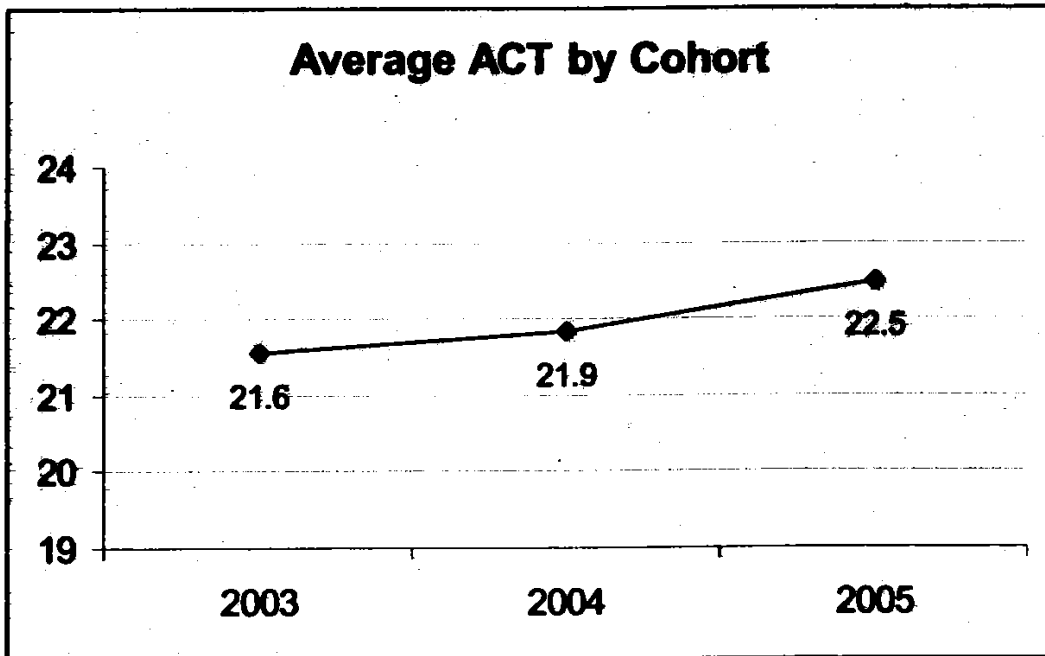
### Appendix H



Appendix I

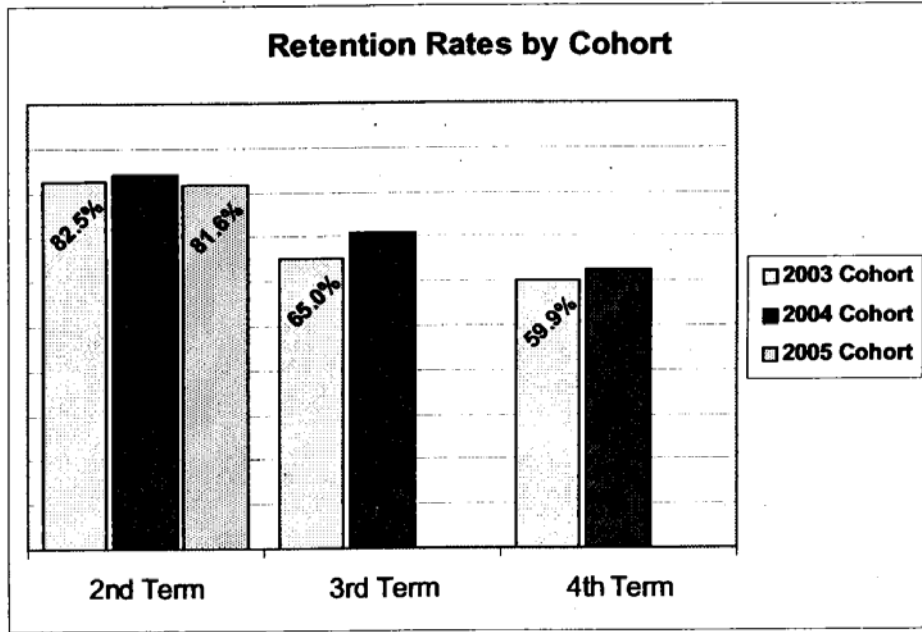


Appendix J

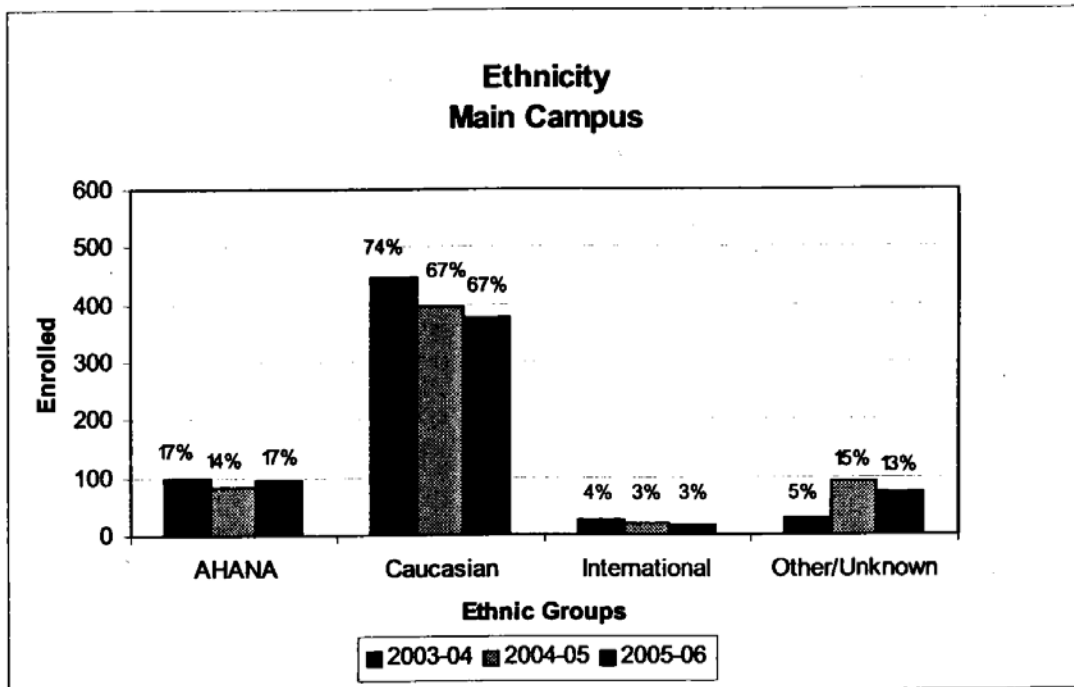




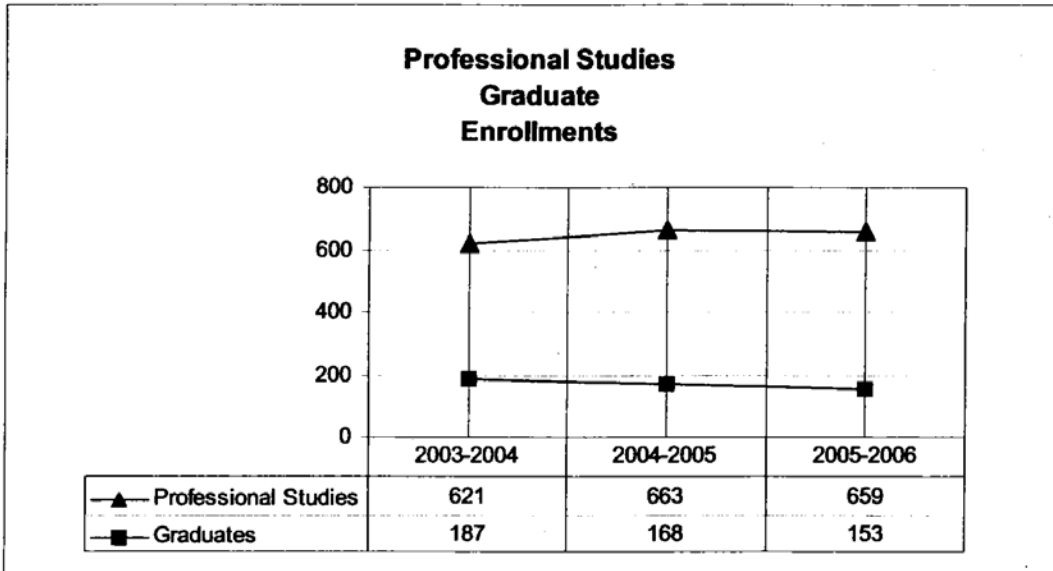
### Appendix K



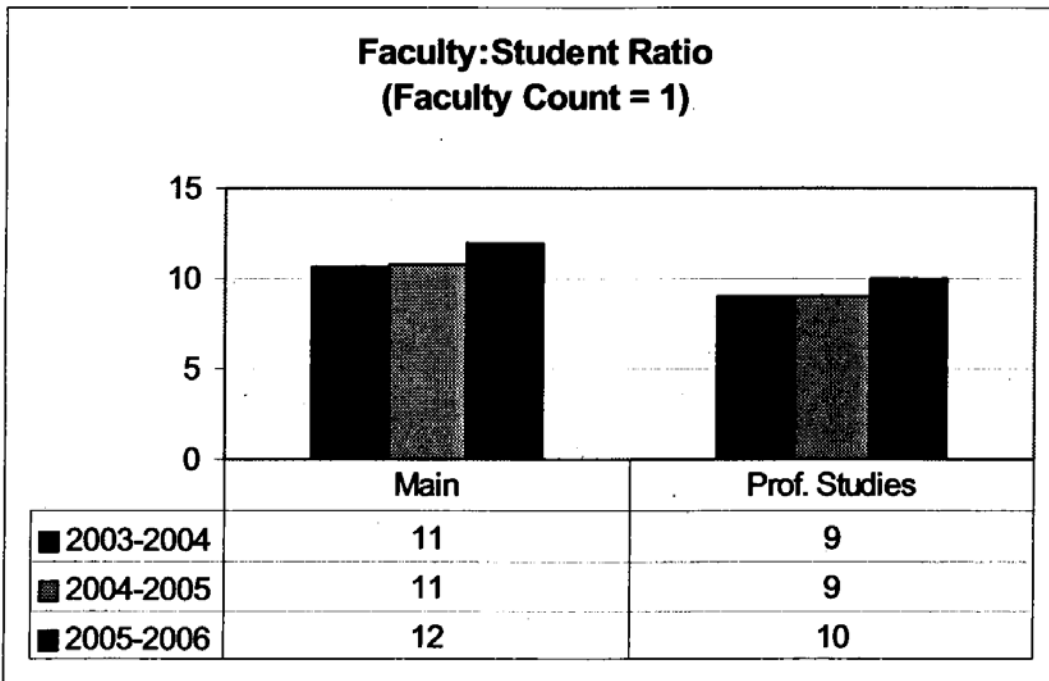
### Appendix L



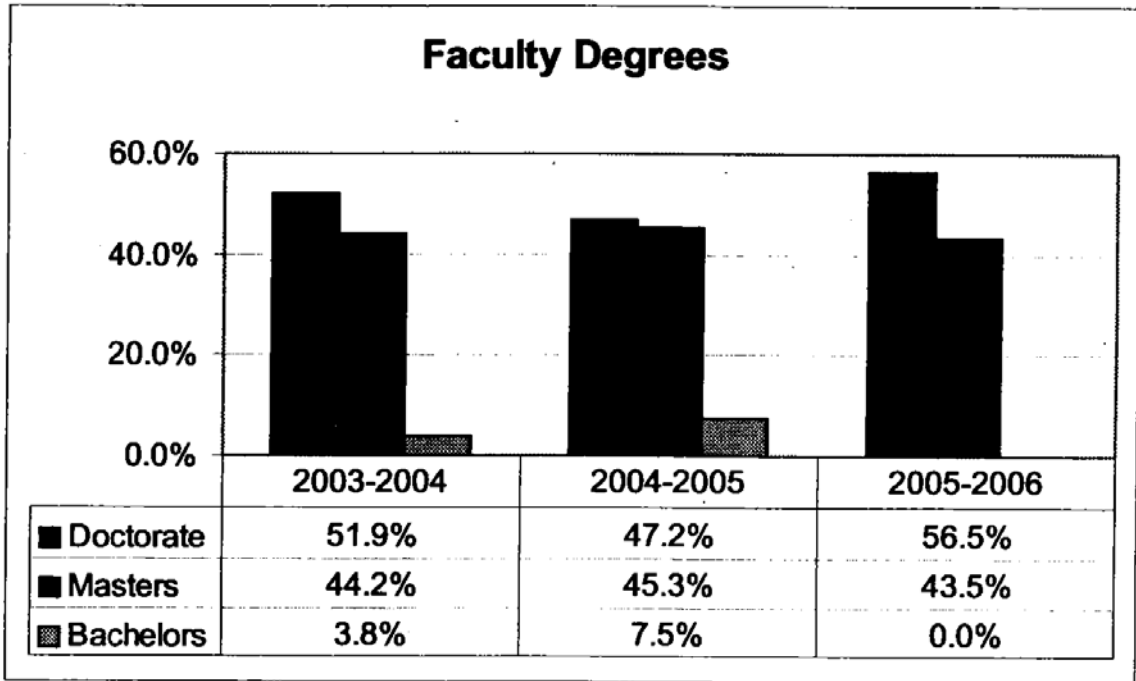
## Appendix M



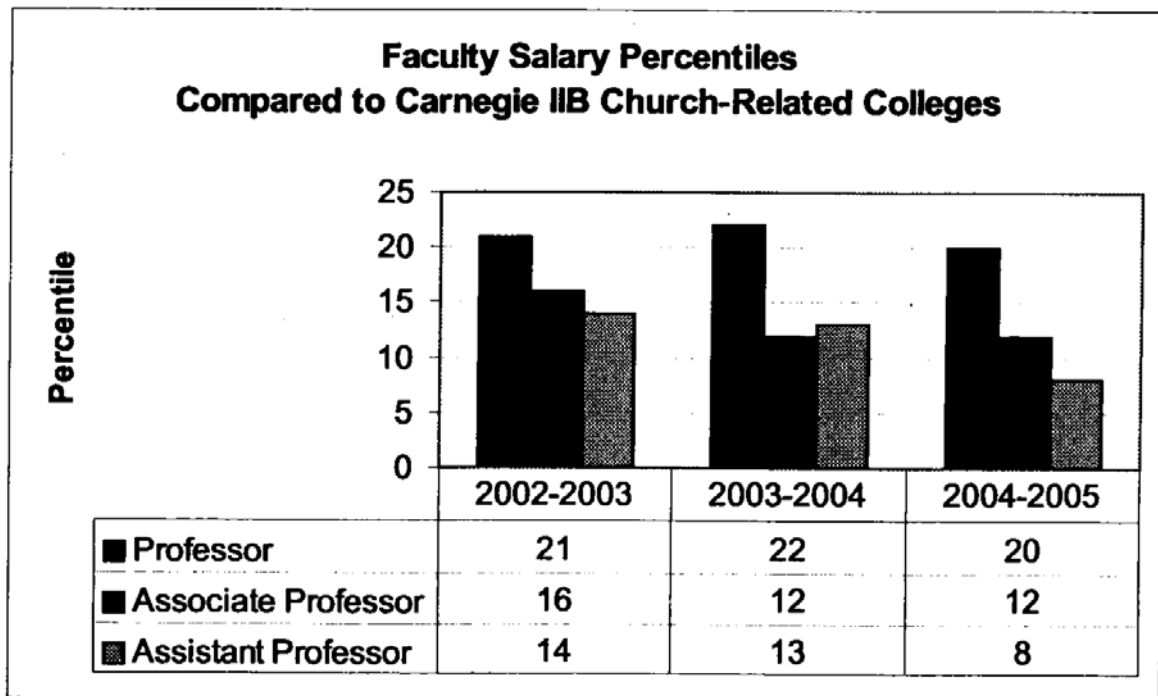
## Appendix N



Appendix O



Appendix P



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

January 2007	Trustees will <ul style="list-style-type: none"><li>- review directions</li><li>- review draft directions</li><li>- review draft goals</li></ul>
April 2007	Trustees will <ul style="list-style-type: none"><li>- act on directions</li><li>- reaffirm goals</li></ul>
January 2008	Trustees will <ul style="list-style-type: none"><li>- review directions</li><li>- review draft directions</li><li>- review goals</li></ul>
April 2008	Trustees will <ul style="list-style-type: none"><li>- act on directions</li><li>- reaffirm goals</li></ul>
April – Sept. 2008	SWOT analysis (campus wide)
January 2009	Trustees will <ul style="list-style-type: none"><li>- review directions</li><li>- review draft directions</li><li>- review draft goals</li></ul>
April 2009	Trustees will <ul style="list-style-type: none"><li>- act on directions</li><li>- act on goals</li><li>- celebrate accomplishments of 2006-2009</li></ul>

## CONTRIBUTORS

In January 2006 members of the Planning Council and the Futures Task Force brought an update of the goals, directions, and steps to the Board of Trustees for their review and input. The revised three-year goals, directions, and steps were approved by the board April 8, 2006.

Special thanks are extended to Margaret Robinson for final production of this document.

### MEMBERS OF THE PLANNING COUNCIL 2005-2006

Stephen K. Wilke, chair

Standing members:

Terry Barnett, Faculty Chair

Mary Bulla, Director of Academic Programs

Members with three-year terms:

Jennifer Dougherty 2002-2005

Marguerite Regan 2003-2006

Jill Johnson 2002-2005

Evelyn King 2004-2007

Jay Nolan 2002-2005

Margaret Robinson 2004-2007

Patricia Boggs 2003-2006

Marsha Granberry 2004-2007

Scott Ireland 2003-2006

### MEMBERS OF THE PLANNING COUNCIL 2006-2007

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Terry Barnett, Faculty Chair

Mary Bulla, Director of Academic Programs

Margaret Robinson, Director of Institutional Research

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Terry Quiett 2005-2008

Mary Nichols 2004-2007

Sunni Sheets 2006-2009

Dan Falk 2004-2007

Darin Hart 2006-2009

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Leslie Grant 2005-2008