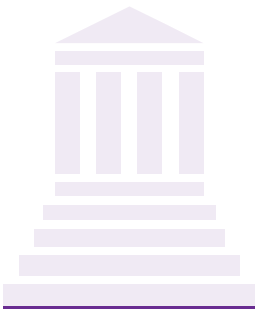


SOUTHWESTERN COLLEGE

Winfield & Wichita, Kansas

The Board of Trustees at Southwestern College has launched the search for its 18th president. The Search Committee invites nominations of and applications from accomplished individuals who will provide the college with outstanding leadership. After a highly successful 17-year tenure, President Richard Merriman has accepted another college presidency beginning on July 1, 2015. The next Southwestern president will inherit a creative, comprehensive, independent college poised to build on current significant momentum. SC offers degrees on its main campus in Winfield and through its Professional Studies programs based in Wichita.



In a marketplace where other small colleges have struggled to find their identities, Southwestern stands apart by offering its students a relational experience in a college that is innovative, valuable, and rooted.

Attentive to mission, building on strength, and eager for additional initiatives, Southwestern College seeks a president with vision and energy, who is entrepreneurially inclined and committed to quality. SC's appetite for future growth will call for strategic thinking and planning, designed to sustain change while also unifying the comprehensive nature of its educational programs. Academically focused and committed to quality, the college seeks a president who will build on Southwestern's historic strengths while providing bold leadership and decisive management toward distinctive institutional achievement. 🏛️



About Southwestern College



Founded in 1885 and for the first century of its existence, Southwestern was a liberal arts college whose students were largely Kansan and often United Methodist. It was regionally known for its success in producing ministers, teachers, and students ready to enter medical school. The institution changed dramatically in 1993, though, when college classes for working adults were first offered in off-campus locations.

Today Southwestern College comprises two thriving facets – the main campus in Winfield, Kansas, which continues to appeal mostly to traditional-aged students, and a Professional Studies program headquartered in Wichita, which is targeted at working adults completing their bachelor's or graduate degrees in online classes. Even as the college has extended its reach, its fundamental commitments have not changed. Southwestern provides all of its students with educational programs and co-curricular experiences that prepare them to excel in the workplace and in service in the community.

Southwestern's 83-acre campus in Winfield provides a beautiful and updated academic setting for students and faculty. Located on a hill overlooking the Walnut River Valley, the campus is notable for an abundance of trees (characteristic of the Winfield area) and its native limestone buildings. The Christy Administration Building with its iconic stone pillars is the symbolic heart of the campus. Other major buildings include historic Stewart Field House, which has undergone a major facelift, but remains the oldest fieldhouse west of the Mississippi still used for its original purpose.

In the past 25 years, three capital campaigns have allowed dramatic improvements in the college's facilities. They have funded construction or renovation of the Beech Science Center, Richard L. Jantz Stadium, Richardson Performing Arts Center, the Cole Hall residence for freshmen women, Mossman Hall and the Deets Library. These projects, combined with the Heart of the Hill Project which rebuilt the 77 Steps and The Mound (part of a unique Southwestern tradition), have transformed the core of the Winfield campus.

Professional Studies administrative offices are located 45 minutes away in Wichita, providing easy access to learners and amenities in Kansas' largest city. McConnell Air Force Base is just a few blocks from the Wichita location.

THE ETHOS

Southwestern College's United Methodist heritage and its vision commitment to "leadership through service in a world without boundaries" have led to a culture of





service that pervades campus programs. Leadership development is stressed throughout the curriculum, as the college’s intentionality is formalized in its institutional outcomes – “The ability to create and communicate a vision that inspires others to act or achieve a desired goal” is highlighted along with critical thinking, ethical reasoning, communication, and career preparation.

Integral to the Southwestern experience are its faculty and administration – people who don’t just come to work, but have made a genuine commitment to the college and its students.



That commitment has cemented ties between generations of students and professors who continue to transform the lives of today’s family of learners.



The college also stresses educational opportunity for all, especially in its Professional Studies offerings where degree options are important to military personnel.

The care of these military learners (who can continue to take classes through deployments, reassignments, and other life changes) has led to annual recognition as a top military-friendly institution.

The college’s emphasis on racial and cultural diversity has taken it from a mostly-white student population to one whose students self-reported as 61% white, 32% AHANA or mixed, and 7% international in the fall of 2014. China and Saudi Arabia have the largest contingents of non-American students on campus, and formal relationships with several Chinese institutions allow for regular scholar and student exchanges.

Southwestern also makes a concerted effort to recruit first-generation college students. Partnerships with two Wichita inner city middle schools have led to SC students serving as mentors for the youth, and to summer camps that give the public schools’ youngsters a taste of life on campus and the realization that higher education is a possibility for them.



The college reinforces its values through its awarding of financial aid – the biggest scholarships are given for academic achievement, family financial need is considered and remedied next, and talent in an activity (activity grant) determines the third-highest amount of institutionally-awarded financial aid.

THE CLASSROOM

Classroom settings are distinctively different at Southwestern, depending on where one chooses to explore the academic program.

Main Campus

Academic programs at Southwestern are marked by a high degree of collaboration and intentionality. Undergraduate students choose from 30 majors (several with multiple emphasis areas) and 28 minors, and graduate programs include the master of business administration, master of arts in teaching, master of education (four emphasis areas), and doctor of education in educational leadership.

Southwestern participates in the annual National Survey of Student Engagement and NSSE results from 2014 show the college leads all other benchmark groups in High Impact Practices. Seventy-one percent of first-year SC students reported participating in one or two High Impact Practices, compared to the categories of Plains Private colleges (61%), schools in SC’s Carnegie Class (66%), and all NSSE schools reporting in 2014 (58%). Southwestern seniors also led these benchmark categories.



The college expects its students to have jobs as well as degrees when they graduate. To this end, the innovative PREP program begins the discussion about career preparation with on-campus students when they are freshmen. The program continues during the next four years as these students choose classes, complete

internships, and plan the next steps of their lives in consultation with academic and career advisors. PREP 499, the senior capstone course, synthesizes this exploration and gives a jump start to students' careers.

In 1999 the college expanded its commitment to technology by

becoming the first in a multistate area (and one of the first in the nation) to issue laptop computers to all incoming freshmen. This initiative continues today, putting students and their faculty on the same platform and updating both hardware and software every two years.

Professional Studies

Southwestern was one of the first private colleges in the nation to embrace adult students interested in earning a bachelor's or master's degree in a non-traditional format. Established in 1993, Professional Studies began offering on-ground courses in Wichita in 1995 and shortly thereafter added internet courses to further provide flexibility and accessibility to busy working adults.

Market demands inform major offerings, with ongoing analysis of enrollments and interest allowing nimble start-up of such programs as security management, health administration, and cyber-crime investigation in addition to majors in business, nursing, and other more traditional fields. Currently, 17 bachelor's degree programs are offered. Master's degrees are offered in five business fields. The Division of Education in Winfield also offers several education programs at both the undergraduate and graduate level through Professional Studies. Non-credit training opportunities are available.

In partnership with corporate, military, community and technical college partners, PS provides a smooth transition for students to utilize prior college credit for

military experience, corporate training programs, and work experience to complete a bachelor's degree. PS learners find the six-week course schedule conducive to balancing professional and family demands. Faculty facilitate the sharing of knowledge as an integral part of the educational process. Although most Professional Studies learners are enrolled in asynchronous online classes, select courses are also offered on-ground in Wichita, Midwest City, OK, Fort Riley and McConnell Air Force Base.

Relationships also characterize the college experience for this population. Success coaches are assigned to each learner, guiding the student through course selections, credit options and serving as a student mentor and advocate from admission through graduation.



OUTSIDE THE CLASSROOM

Nearly all of the main campus students are involved in extracurricular activities. In 2014-15, 85% of the full-time campus undergraduate population received activity grants (scholarships), with about 68% of all activity grants being in athletics. The college offers activity grants in athletics, performing arts, communications, science, and service learning.

Three official service learning programs – Leadership Southwestern, Discipleship Southwestern, and Green Team – are co-curricular offerings that have been



nationally recognized for their groundbreaking work in helping students learn to take their places in an increasingly-complicated world.

Southwestern is a member of the NAIA Kansas Collegiate Athletic Conference (KCAC) and participates in football (men), volleyball (women), basketball, track and field, cross-country, soccer, softball (women), tennis, golf, cheer and dance. This spring SC announced it would be offering activity grants to students interested in eSports. While this may seem an unusual move (only two other universities in the nation offer eSports scholarships), this audience includes many prospective students who might otherwise choose not to participate in activities at all, and gives a common interest that forms a bridge between international and domestic students.

Performing arts groups are exemplary in their ability to draw participants from a variety of majors across campus. Music groups and theatre productions are open to all students, including those who do not plan to major in music or drama but enjoy them as extracurricular activities.

Reflecting its affiliation with the United Methodist Church, Southwestern affords broad opportunity for faith exploration and personal growth. The institution encourages enrollment and employment of all, regardless of religion, national origin, or sexual orientation, and provides a safe place for young adults to mature in their faith (whether Christian or other faith).



TRADITIONS

The Hill topped by Christy Administration Building is at the southern edge of Kansas’s famed Flint Hills, and large rocks

throughout the campus are inscribed with the names of championship teams, veterans, activity groups, even the words of the *Alma Mater*. For more than 80 years, each fall semester has opened with a ceremony in which students, faculty, alumni, and others place symbolic rocks on The Mound to signify their loyalty to the college. This

has led to the students’ nickname as “Moundbuilders,” a reminder that only builders can accomplish great things.

The SC mascot is the Jinx, embodied by a black cat and named one of the quirkiest mascots in the nation by *Newsweek* magazine.



Even Southwestern’s name is quirky – the college was founded by the Southwest Conference of the Methodist Episcopal Church, so although its location is not in the southwestern part of either the state or the nation, the name has survived. 🏰

AFFILIATED INSTITUTIONS

Three self-supporting institutions are affiliated with and headquartered on the main campus:

Institute for Discipleship

The institute is dedicated to providing educational opportunities that nurture and enrich Christian leaders, lay and clergy, for effective living and ministry.

SC Learning Center

A full day, multi-age preschool and high-quality after school program for elementary grade students, housed in downtown Winfield. The learning center is a collaborative laboratory field site with student observers and aides.

Center for Belarusian Studies

Established in 2006 by David Swartz, first US Ambassador to Belarus and a graduate of Southwestern, the Center is the only one of its kind in the United States. The center is intended to function as the focal point for Belarusian studies in the United States.

The Agenda for SC's Next President



At a time of accelerated change in all of higher education, the Southwestern presidency offers a unique formula for success. The variety of Southwestern's academic programs, the talent of its teaching faculty, the balance of liberal arts and professional offerings, and the wide array of its current student markets and pedagogies provide a cutting-edge foundation for this leadership opportunity. The new president will be asked to maintain Southwestern's core values and existing strengths, while building boldly and creatively on the college's potential for future growth.

FRESHENING THE STRATEGIC PERSPECTIVE

Changes in presidential leadership offer colleges a special moment in which to reconsider the substance and the style of the institution's plans for the future.

Southwestern has followed a systematic process of releasing an annual strategic planning report from the college's Planning Council. The report identifies goals for the coming year and provides a running narrative describing annual progress toward each goal. The reports are consistent in their commentary about goals, focusing on 1) relationships, 2) education, 3) enrollment, 4) finances, 5) faculty and staff, and 6) facilities and technology. This practice has provided the administration the ability to stay nimble and to move quickly with new initiatives from year to year.

Many believe that a fresh planning conversation, led by the new president, will bring greater coherence

and renewed perspective for Southwestern and help to integrate further the liberal arts and professional studies. In addition, there appear to be significant expectations for the continued development of new academic programs. A well designed strategic planning process will allow the college to articulate the priorities and trade-offs necessary for Southwestern to thrive with a unified sense of direction.

ENHANCING SOUTHWESTERN'S RESOURCES

When considering the next iteration of Southwestern's strategic plan, it will be critical to include financial parameters around the plan's objectives, thereby clarifying the timing of new initiatives. Two revenue streams will require the new president's oversight and engagement:

Philanthropic Support

Southwestern currently has an endowment of \$30M. Current annual fund totals are just over \$1M with roughly 14 percent of traditional alumni contributing annually to the college. The most recent capital drive (The Great Performances Campaign) was





successfully completed in 2011, raised \$18M, and resulted in the renovation of the Richardson Performing Arts Center and construction of Richard L. Jantz Stadium. Trustees have recently approved plans for a multi-year capital campaign, about half of which will be designated for the endowment and half to be raised for gifts to the annual fund, programs, facilities, and technology. The campaign planning process has been extended, so that new presidential leadership can be engaged in developing the final guidelines for raising these new gift revenues.

The new president's energy and engagement in further developing a culture of philanthropy at Southwestern will be a priority. The results of her/his efforts to provide revenue for operations outlined in for the campaign will be integral to the success of future strategic plans. Opportunities for the next president to serve as Southwestern's "chief fund raiser" will include coordinating advancement goals with institutional objectives, establishing future fundraising priorities, and engaging Southwestern's external constituencies.



Enrollment Management

Despite anticipated progress in the advancement program, the college will continue to be significantly dependent on tuition revenues. Professional Studies' headcount totaled 870 in the fall of 2014, while student enrollment on the main campus totaled 757. Stimulating the enrollment patterns for undergraduate, adult, continuing, and graduate students will require the president's leadership and vision. The opportunity to build and energize Southwestern's "brand" in the marketplace, to develop additional program offerings attractive in the external environment, and to expand the enrollment pools are all priorities. Future enrollment

initiatives will require creative presidential engagement with admissions and retention targets, pricing and financial aid strategies, branding and marketing efforts, and ongoing curricular design. Southwestern's current commitment to international students in the residential undergraduate population is an important initiative that will also require the president's attention.

BROADENING THE REPUTATION

The next president will be expected to strengthen the college's reputation by building awareness and recognition of the Southwestern program regionally and, where appropriate, nationally and internationally. Living in the City of Winfield will help the new president enhance a positive town/gown relationship that exists today, but additional opportunities for building "community/public relations" are possible beyond the location of the main campus. As the base for Southwestern's Professional Studies operation, Wichita provides prime territory for broadening and deepening the recognition and reputation of the college and its offerings.

The new president's efforts, however, should not be limited to the local area. Raising Southwestern's profile throughout the surrounding six-state region will not only enhance admissions efforts in the region, but may also improve the chances for developing effective partnerships and new collaborations that could enrich the college's current program offerings.

The new president should also be knowledgeable about the issues currently impacting private higher education, statewide and nationally, and be comfortable involving the college in a fashion that will strengthen its recognition and appeal. The style and substance of the president's public message should help to make Southwestern a more frequent "destination" in the minds of new friends, donors, prospective students, other colleges and universities, and influential stakeholders.

STRENGTHENING FINANCIAL EQUILIBRIUM

With a \$30M endowment and an operating budget that derives 86% of its revenue from tuition and fees, Southwestern has done a remarkable job of maintaining



financial equilibrium. Long term debt totals \$8M. A \$25M operating budget has been consistently balanced, the result of conservative revenue projections and modest increases in annual expenses. The college has awarded annual salary increases of 2%-4% over the last ten years

with only one exception. The margin for error, however, remains narrow and the new president will be expected to sustain the current financial equilibrium with an emphasis on more robust revenue streams.

As enrollment and advancement planning are integrated into Southwestern's overall strategic plan, the financial plan that undergirds the

college's hopes and dreams must continue to be well defined. Even though strong trustee and administrative support is available in the finance area, the new president must have the acumen to provide stewardship and leadership in all fiscal matters.

FOCUSING ON MANAGEMENT

In addition to the leadership opportunities already identified in this profile, the next president will be asked to provide strong management skills, particularly in the area of human resources. The president's cabinet includes a provost, vice presidents of enrollment management (one for the main campus and one for Professional Studies), communication, finance, information technology, institutional advancement, planning and new programs, and student life, and a director of athletics. The appointment of a provost, with responsibility for greater blending of Winfield/Wichita programs, is quite recent. The appointment adds to the expectation that the president can manage an increasingly complex set of human resources.

By practicing careful selection, delegation, and evaluation throughout Southwestern's administrative structure, the president can enable an increasingly unified leadership team, thus accelerating future institutional accomplishments. Moreover, the president's personal manner in managing transparently, communicating openly, practicing visibility, and developing genuine

relationships will help build a stronger Southwestern College.

MAXIMIZING TRUSTEE EFFECTIVENESS

Trustee membership totals 41 (five positions currently open) and each member serves a three-year term with a limit of four consecutive terms. After 12 consecutive years of service, trustees may be re-appointed following a one-year absence. In addition to the Executive Committee, the work of the trustees is organized around six standing committees. The Board meets three times a year. Current practice includes a fourth meeting every third year, scheduled during the summer as a Board Retreat.

Knowledge of best governance practices and an understanding of Southwestern's governing ethos will allow new leadership to maximize trustee effectiveness.

Fostering a shared commitment with the Board to SC's future welfare will be central to the new president's success. Recognizing the Board's need for information and engagement around Southwestern's designs for ongoing change, a successful president must strike a strong partnership with the trustees.



VALUING THE UNITED METHODIST HERITAGE

Southwestern values its heritage and ongoing relationship with the United Methodist Church. The value-centeredness of campus life provides a foundation for inclusiveness, acceptance, and respect for all persons, while practicing a broadly based commitment to service. The new president's understanding of Southwestern as a community where spiritual principles are valued, discussed, and practiced will be important. 🏛️



Desired Attributes

Leadership at SC will require a substantive track record of achievement, an ability to listen and plan with input across all college stakeholders, and the courage to make progressive decisions. Strong academic credentials are highly desirable; understanding of the academy is essential. Personal characteristics of integrity and authenticity are critical, as are an uncompromised work ethic and a genuine sense of humor. The successful Southwestern president will be:

- ▶ A proven leader who will inspire trust, respect, and confidence;
- ▶ A person who demonstrates an intellectual and emotional commitment to Southwestern's mission, people, and programs;
- ▶ A person who values teaching, learning, and scholarship, and who will openly acknowledge the centrality of the academic program and the presence of a gifted faculty;
- ▶ A person who understands the potential of the comprehensive independent college and can articulate the ideals of liberal arts, professional studies, and the value of their relationship to one another;
- ▶ A strategic thinker and planner, who will identify existing strengths, nurture creative program priorities, build consensus around future objectives, and implement appropriate initiative-taking;
- ▶ A person who has experience with successful enrollment management issues, including institutional branding and marketing;
- ▶ An effective fund-raiser, capable of strengthening Southwestern's philanthropic culture;
- ▶ A person knowledgeable about current trends in higher education including new technologies, pedagogies, and educational delivery systems;
- ▶ An effective public spokesperson, who will raise Southwestern's profile and enhance its reputation at local/regional levels and, where appropriate, nationally and/or internationally;
- ▶ An authentic communicator who can develop strong human relationships with all campus constituencies and sustain the student-centered quality of the Southwestern community;
- ▶ A person of financial acumen, who will apply these skills to match SC's aspirations with its finite resources;
- ▶ A team builder, who can sustain an effective senior leadership team.





The Application Process

The Southwestern Search Committee will be accepting nominations and evaluating applications on a rolling basis throughout February and March (2015). The candidate pool will be narrowed in early April. Although applications will be accepted until a new president is selected, candidates should submit materials by 5:00 p.m. on Friday, April 3, for most favorable consideration. The new president will be invited to begin work on or about July 1, 2015.

Dr. Thomas B. Courtice of AGB Search is assisting with this search. Nominators and prospective candidates may contact him at tbc@agbsearch.com or 614/395-3229. Application materials should be submitted to:

Mr. Michael Lewis, Chair, Presidential Search Committee at SCPres@agbsearch.com

Materials should include a letter of candidacy that responds to *The Agenda for SC's Next President*, a CV or resume, and the names and contact information (phone and email) for three references, none of whom will be contacted until a later stage of the search and not without the formal permission of the candidate. All inquiries and applications will be received and evaluated in full confidence. 🏛️



OUR ALMA MATER

Far above the Walnut Valley
On a lofty height,
Stands our noble Alma Mater,
Bathed in golden light.

Lift the chorus, speed it onward,
Over hill and dale.
Hail to thee, beloved Southwestern,
Alma Mater, Hail!

Far above the stir and bustle
Of the busy town,
Reared against the arch of heaven,
Looks she calmly down.

To the heights she calls us daily,
Alma Mater, dear,
Heights of knowledge,
hope and courage,
Free from doubt and fear.