



## AQIP ORGANIZATIONAL OVERVIEW

### 01 Distinctive Features

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Southwestern College was founded in 1885. It is affiliated with the Kansas West Conference of the United Methodist Church. The college's residential campus is located in Winfield, Kansas, and serves about 600 traditional-age undergraduate and graduate students. Most come from Kansas, Oklahoma, and Texas. The college's Professional Studies program offers courses, certificates, and undergraduate degree completion programs to over 900 adult learners at Professional Studies Centers for working adults online and in Winfield; Wichita, Kansas (three sites); and Midwest City, Oklahoma. The college offers master's degree programs in Winfield and Wichita and online to about 200 traditional-age students and adult learners. In all, 1,700 students are enrolled at Southwestern College. The college's Web site may be viewed at [www.sckans.edu](http://www.sckans.edu).

The college is governed by a 41-member self-perpetuating Board of Trustees that meets three times each year. The committees of the board – Academic Affairs, Student Life, Business Affairs, Endowment Investment, Facilities and Technology, and Institutional Advancement – correspond to key administrative units of the college. The college's president reports directly to the Board of Trustees. The college's Administrative Council of senior administrators reports to and assists the president in providing leadership for the college.

As an independent college, Southwestern College is not subject to regulation by the Kansas Board of Regents, which governs public higher education in Kansas. The college provides enrollment and other data to the Regents to facilitate their work and to support Southwestern's participation in the State of Kansas Comprehensive Tuition Grant program. The teacher education program of the college is regulated by the Kansas State Department of Education. The college's nursing program is regulated by the Kansas State Board of Nursing.

**Southwestern's Vision Statement:** Southwestern College 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 full statement of the college's vision and mission may be viewed at [www.sckans.edu/about/mission](http://www.sckans.edu/about/mission).

### 02 Educational Offerings

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Southwestern College is in the midst of a planned transformation from its former identity as a residential college for traditional-age students to a new identity as a comprehensive college that understands and addresses the educational needs of many different kinds of students.

On the residential campus, the college offers the Bachelor of Arts, Bachelor of General Studies, Bachelor of Music, Bachelor of Philosophy, Bachelor of Science, and Bachelor of Science in Nursing degrees. The residential campus program offers majors in athletic training, biology, biochemistry, business administration (three emphases), chemistry, communication (five emphases), computer science and digital arts, early childhood education, elementary education, secondary education, engineering physics, English (three emphases), health and physical education, history, liberal arts and sciences, marine biology, mathematics, music, music education, nursing, philosophy and religious studies, physics,



psychology, sport management, and theatre arts (five emphases). As of May 2006, the Master of Business Administration was offered as a fifth-year program on the main campus, with plans to add the Master of Science in Leadership and the Master of Arts in Specialized Ministries as fifth-year main campus degree programs in June 2007.

The college's Professional Studies program for adult learners offers the Bachelor of Science degree on ground and online in the following majors (majors noted with an asterisk are offered on ground only): accounting\*, business administration, business quality management, computer operations technology, computer programming technology, criminal justice, education (secondary licensure)\*, elementary education\*, human resource development, operations management, security management, and strategic leadership. In addition, Professional Studies offers a nursing major leading to the Bachelor of Science in Nursing degree and a pastoral studies major leading to a Bachelor of Arts. Professional Studies also offers certification preparation courses for APICS, ASQ, ISM, and SME. Professional Studies offers five master's degree programs: the Master of Business Administration is offered online and on ground, the Master of Education is offered on ground and in blended format, the Master of Science in Leadership, Master of Arts in Specialized Ministries, and Master of Science in Security Administration are offered exclusively online.

### 03 Student Base

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Southwestern's residential campus is focused on the needs of traditional-age students. More than 85% of residential campus students are under the age of 25. The residential campus undergraduate FTE in the fall of 2006 was 574. The residential campus graduate FTE was 6. The majority of residential campus students are from Kansas, Oklahoma, and Texas. These students require a full range of residential life services (housing, board plans, parking), academic services (instruction, advising, library, use of information technology, tutoring and academic support), services related to social development (student organizations and activities, athletics, etc.), assistance with financial aid matters, and personal services (health care, counseling).

Professional Studies students and most of the college's graduate students are working adults. These learners require academic programs that are scheduled with their busy lives in mind and that are rigorous and career- and job-performance oriented. These learners require convenient access to advising, assistance with financial aid, purchase of textbooks, and information about their enrollment status, charges, etc. They also require electronic access to the resources of the college's library and of other libraries.

### 04 Organizational Collaboration

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The college is involved in a number of key collaborative relationships. The college's program in teacher education has fostered effective partnerships with regional school districts, particularly with Unified School District 465 (Winfield) and Unified School District 259 (Wichita). The college supports economic development in its region through close working relationships with the Winfield, Arkansas City, Wichita, and Midwest City (Okla.) Chambers of Commerce, with Winfield Main Street, and with Cowley First, the economic development agency for Cowley County, Kansas.

The college's Professional Studies program has partnered with the following corporations through tailor-made training programs or through education for degree-seeking employees: Boeing, Cessna, Raytheon, Engenio/LSI Logic, Tony's Pizza, Detroit Diesel, Bombardier Learjet, Smith Tool, and ConocoPhillips.



The college works actively to educate men and women engaged in military service. The college is an on-base provider of voluntary baccalaureate-level education at McConnell Air Force Base in Wichita, at Fort Riley in Junction City, Kansas, and at the White Sands Missile Range in New Mexico. The college is also a provider of courses and degrees to soldier-students through the U.S. Army's eArmyU initiative for online learning. Through eArmyU the college provides asynchronous, text-based online instruction to soldiers around the globe.

Southwestern College partners with community and technical colleges to facilitate student transfer. The college is a partner of the EduKan consortium through which six community colleges in western Kansas are offering associate degrees online.

The college is a member of the Kansas Independent College Association (KICA). Through KICA membership the college cooperates with other independent colleges to advocate for student financial aid, to share benchmarking and performance data, and to operate buying cooperatives. The college is a member of the Council of Independent Colleges (CIC), the National Association of Independent Colleges and Universities (NAICU), and the National Association of Schools and Colleges of the United Methodist Church (NASCUMC).

The college collaborates actively with the United Methodist Church and with other churches and religious organizations. The college provides opportunities for professional development for both clergy and lay leaders and assists churches in the region with innovative approaches to worship and service.

Southwestern has worked to build international collaborations. The St. Francis Methodist School in Singapore has entered into a partnership with the college that will allow their students to complete their college degrees during a two-year intensive residential learning experience at Southwestern. The college partners with the University of Glasgow to exchange students and has used interactive video-conferencing to offer political science courses to students of both institutions.

## 05 Faculty and Staff

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The college employs 262 full-time and part-time faculty members, administrators, and staff (hourly) members.

	<b>Full-time</b>	<b>Part-time</b>
Faculty	45	91
Administrators	74	15
Staff	27	10

## 06 Operational Environment

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Southwestern's residential campus is located on 85 acres and includes 21 buildings. About 400 of the college's 600 residential campus students reside in residence halls and college apartments. Because Southwestern is fundamentally a teaching college for undergraduates, its faculty are not involved in a great deal of sponsored research. Consequently, the college's regulatory environment is not complex (no animal research is conducted, for instance) and is largely focused on the safety of students and employees.

The college's Professional Studies Centers are (with the exception of the downtown center in Winfield) located in leased space in strip malls. Key considerations for these facilities – which are heavily used in the evening – are cleanliness, “corporate” appearance, and well-lit and abundant parking.



In addition to accreditation by the Higher Learning Commission, Southwestern is accredited by the University Senate of the United Methodist Church. Specific programs carry additional accreditation from the following organizations: for teacher education, National Council for the Accreditation of Teacher Education (NCATE); for the college's laboratory preschool, National Association for the Education of Young Children (NAEYC); for music, National Association of Schools of Music (NASM); for nursing, Commission on Collegiate Nursing Education (CCNE). The college's athletic training program is accredited by the Commission on Accreditation of Athletic Training Education (CAATE).

Southwestern has committed to a leadership position in the use of information technology to support teaching and learning. Each student on the residential campus receives a college-issued laptop computer. The same is true of all residential campus faculty. These laptops are updated, for all users, every two years. The classrooms, labs, and public spaces of the residential campus have wireless networking capability and the campus wireless network will be expanded to cover all campus housing in the summer of 2007.

To improve technological support for administration as well as teaching and learning, the college has converted from a partially integrated software system to a fully integrated system. SCT PowerCampus (administrative software) has significantly strengthened administrators' reporting and management capabilities and its portal architecture facilitates student and faculty access to information.

Virtually all courses offered at Southwestern use Blackboard course management software to facilitate instruction, access to course materials, and exchanges between and among students and instructors. Because a high degree of reliability is needed, Southwestern's Blackboard applications are hosted by Blackboard. The college uses interactive video-conferencing technology to give students and learners access to instruction at a distance. The college provides to all its students a facility for creation and lifetime maintenance of a digital portfolio and archive.

## 07 Competing Organizations

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The college's key competitive challenge comes from public colleges and universities in Kansas and Oklahoma. Both states sponsor a large number of community colleges and a large network of regional universities. Tuition at these institutions is quite low by national, or even regional, standards. Consequently, Southwestern College is under price pressure from these less expensive competitors. Several factors have eased this pressure slightly in recent years: 1) declining state support for public universities has led to significant tuition increases, diminishing the cost gap between the publics and the privates, 2) the quality of public institutions in Southwestern's region has eroded in ways that are very noticeable to students and their families (availability of courses, difficulty in graduating in four years), 3) Southwestern has enjoyed a reputation as an institution of quality that is "worth it."

The college's residential campus competes, as well, with independent colleges in the Midwest. With relatively few cross-applications with any particular private college, though, Southwestern does not have a key private college competitor in our region.

In the realm of adult education, degree completion, and graduate study, the college faces a number of key competitors in both on-ground and online arenas. In Wichita, the college competes with Friends University, Newman University, Baker University, the University of Phoenix, Tabor College, and Wichita State University. In the Oklahoma City region, where the college offers Professional Studies programs for adults, many private colleges and one service-oriented state university are our chief competitors.

The college is now offering degrees online as well as incorporating online with on-ground coursework. As the college continues to grow in the online market, the number of competitors with similar offerings is increasing.



Southwestern has competed effectively in the adult learner market by pricing its programs competitively, giving excellent service that responds to the needs and concerns of working adults, and by nimbly offering programs that respond directly to the changing needs of learners and employers.

## 08 Opportunities and Vulnerabilities

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The key opportunity for Southwestern is the opportunity to become a comprehensive college that serves the needs of many different kinds of learners in many venues using many different means of instruction. Small, primarily residential, private colleges in this regional marketplace are not highly valued and are experiencing serious financial pressures that exert a negative impact on their quality. They are in a vicious cycle that works against their relevance, growth, and survival.

While Southwestern is also confronted with many challenges (of which finance is paramount), the college's expanded focus – serving traditional-age students, adult learners who wish to complete an undergraduate degree, and adults who wish to earn a graduate degree – and its growing proficiency in delivering programs of high quality – on ground, through asynchronous text-based online learning, and through interactive video and net-meeting technologies – have changed the college for the better. Southwestern has achieved a higher level of regional relevancy, is perceived to have made gains in the quality of its programs, is receiving increased philanthropic support, and is achieving growing enrollment.

Experience has shown that the college is vulnerable to significant downturns in the economy. These downturns depress giving to the college by alumni and friends, raise concerns about the affordability of the college among prospective residential campus students and their families, and may limit the availability of remitted tuition assistance for corporate employees who are enrolled in the college's programs for adults. The college is vulnerable to significant changes in the cost of public higher education in our regional market. Political pressure to hold down or reduce public university tuition, coupled with state initiatives to provide more financial aid to students attending public institutions, would significantly impact our residential campus programs.

The college is also vulnerable to weaknesses in its own culture and practices. While the college's people rightly value its informal and friendly ethos, the school is hampered by poor measurement practices, sometimes weak accountability systems (which are implicated in poor measurement practices), and inattention to best practices in higher education and other sectors. Overcoming this vulnerability is a key purpose of the college's participation in AQIP.