



BUILDING OUR FUTURE

SOUTHWESTERN COLLEGE 2028



WE KEEP BUILDING.



BUILDING OUR FUTURE: SC 2028

“We must build boldly – for our students; for our employees; for our alumni; for our community; for the future of Southwestern College.” -Dr. Liz Frombgen

FORWARD

As the 20th President of Southwestern College, I am excited to present to faculty, staff, students, alumni, and members of the Winfield and Cowley County communities, Southwestern College 2028: Building Our Future. As a new member of the college community, I am grateful for the steady work of the Strategic Planning Committee (SPC), the Cabinet, faculty and staff and community members as part of two strategic planning events. The many contributions of these individuals helped to provide the necessary framework to establish goals that guide the future of our beloved Southwestern College.



Charge to the SPC: Guided by the context of higher education today and in the future, particularly for small, private, liberal arts institutions and SC Global programs, the needs of our community and region, and leveraging the College’s strengths, together create a strategic plan that will chart a path for Southwestern College’s future over the next five years to a more sustainable future, greater institutional vitality and the opportunity to achieve our mission.

The SPC was made up of a diverse group of faculty, staff, trustees, and a community member to ensure our many voices and perspectives were included in developing the plan.

I remain grateful for your support and ambassadorship –
Let’s go, Builders!

Dr. Liz Frombgen
President





Building Our Future

Southwestern College 2028: Building Our Future is a living document that guides the work of our campus community over the next five years. While guided by three interrelated goals, we will remain open to opportunities aligned with the goals, our mission, identity, and strategic direction.

THREE GOALS:

Lead the Industry by Living our Mission

1) By 2028, SC will be a dynamic and bold campus community that leads the industry in graduating students prepared to better their communities and the world through their work and service

Deepen Community Reach and Broaden the Reputation

2) Expand and strengthen SC's contributions and impact on Winfield, the local communities, the greater Wichita area and the region's social, economic and educational development

Build Financial Strength and Invest for the Future

3) Strengthen SC's resources, making investments to secure the future

Most importantly, the SC 2028: Building Our Future strategic plan puts student success and institutional vitality in the center of our work, keeping us true to SC's heritage, values, and mission. The creativity of the campus community will be brought together as we strive to realize our vision for 2028.

Contextualizing the Vision

At the time of the envisioning SC 2028: Building Our Future, higher education is facing substantial challenges and headwinds from several directions. Colleges must adapt in order to survive and thrive over the next decade. Given the challenges facing the College immediately and the looming demographic cliff, it is imperative for the College that the student body is diversified in all



ways, at Main Campus and SC Global. The SC 2028: Building Our Future strategic plan has been developed intentionally to address the College's major challenges around our current student demographics, diversified revenue streams including philanthropic support, and the needs of our community in Winfield and Cowley County.

By 2028, SC will project greater confidence in our mission and our ability to graduate students ready for the world, have a greater impact on our community, region through the work of the College, and the world through our graduates, and enjoy fiscal strength and access to resources that enable the College to fulfill its mission.

The College will continue to be dependent upon student enrollment and tuition, but we will diversify our revenue





Contextualizing the Vision

to strengthen our financial position. Southwestern College will establish balance by growing resources coming from fundraising, grants, and partnerships with other institutions and businesses. The College will be less dependent upon student enrollment for operational expenses and ultimately institutional vitality. Enrollment on Main Campus will reach at least 750 undergraduate and graduate students, and Professional Studies (being rebranded to SC Global) will reach at least 13,000 credit hours between undergraduate and graduate credits.

New academic programs at the undergraduate and graduate levels at both Main Campus and SC Global that are innovative and compelling will attract a diverse student body. Leveraging the College's historic excellence in the natural sciences, business, and education in the development of new programs will improve the College's attractiveness in the market.

The College is deeply rooted in the community of Winfield and more broadly, Cowley County, and South-Central Kansas. In many ways we consider our location a competitive advantage and are proud to offer bachelors and graduate level degrees in our rural community. To support the vitality of the College and the community, we will partner with area hospitals and clinics, Cowley College, community organizations, industry, and philanthropic organizations to promote sustainable socioeconomic growth. This strategic plan and vision for Southwestern is driven by the acknowledgment that the success of the College and Winfield are bound together and interdependent.

As the College gains access to resources, increasing allocations to address the substantial deferred maintenance on campus, as guided by the priority list. Providing a safe and comfortable environment for students to grow and learn is at the core of the work we do. Creating spaces that are compelling and are intentionally designed to support students will be a focus of renovation and new construction. SC's branding and messaging will be consistent across all departments, programs, and constituencies and convey our value and confidence as a college. 🏛️





Building on Strengths

Southwestern College will become a hub of innovation for the region by building a culture of collaboration and empowering faculty and staff to consider new ideas and ways of doing their work in support of students.

The College will strategically form processes and internal structures that encourage such creativity and innovation and that build capacity and confidence among our faculty and staff. Allowing our team of educators to re-imagine how and what they teach will better position our institution meet our students where they are while preparing them for what is to come. It will create the space and opportunity for the College to be open to new and different ideas—many of which we cannot possibly imagine now.



THE ACADEMIC PROGRAM

Southwestern College will offer new undergraduate and graduate programs that are market-driven to create an attractive and compelling academic program for students with majors in healthcare and industry-aligned programs such as nursing and agribusiness. We will launch several new undergraduate majors and an honors program and 3-4 new graduate programs at Main Campus and SC Global in areas such as healthcare, information technology, and school building administration. SC will grow partnerships

with industry and other education institutions, such as Cowley College to advance the needs of the Winfield and Cowley County communities. Included in this process will be the reimagination and foregrounding of the fine and performing arts that is reflective of the current generation of students, the College's resources, traditions, and the needs of our campus and Winfield communities.

STUDENT CENTERED

To provide exemplary service to our students the College will enhance our learning and support experiences for each student. At Main Campus, we will more effectively coordinate tutoring services across core courses, particularly those with high WDF rates, launch a program for Main Campus undergraduates to seamlessly take specified summer courses at SC Global, evaluate the move to remote work for all SC Global staff and new hours of operations. We will ensure that all Main Campus students participate in at least two high-impact practices—one as part of BuilderFest/First-Year Experience and at least one in their major (e.g. travel, undergraduate research).

Enhanced and expanded career services programming and service-learning opportunities will support students to reach their full potential and to live of life of service to the world without borders. A new residence hall will provide opportunities to modernize a compelling residential life program at Main Campus. We will seize on the expansion of NAIA athletics into Women's Flag Football, consider additional athletic programs such as lifetime sports (trapshooting, bowling), the relaunch of the Jinx Booster Club, the completion of the DeHaven Center, and relaunch the student-athletic leadership programs that aligns the College's understanding of collegiate athletics with the mission of the College.

ENGAGED IN COMMUNITY

Affirming the College's commitment to Winfield, Cowley County and South-Central Kansas and our connection to the Great Plains Conference of the United Methodist Church, we will collaborate with community organizations, Winfield Economic Development, and churches, etc. to support the needs of the community for educational programming, economic development, and interfaith dialogue. The College will also strengthen its relationship with the Network for Vocation in Undergraduate Education (NetVUE) to support our students to discern and discover their talents, gifts, and paths to leading a life of service to the world without borders.

As the cultural hub for Winfield, SC will become a dynamic venue for campus and community events, competitions, and the performing arts, hosting a rich array of programs to attract people to campus. We will strengthen ties with the Winfield community through meaningful programming and partnerships that consider collaborations with Winfield Recreation Commission, the Winfield Arts and Humanities Council, service organizations, and churches to offer programming that fills the needs of our students and the community. We will develop partnerships with William Newton Hospital, South Central Kansas Medical Center, Community Health Clinic of Cowley County, Cowley College, Winfield Economic Development, etc.

FACULTY AND STAFF

A bold and dynamic campus requires a well-supported and intentionally onboarded faculty and staff. To this end, we will recruit and develop faculty and staff committed to the College's mission and vision who bring diverse talents and perspectives that enrich the learning community. We will ensure that faculty and staff have at least one professional development opportunity each year. To drive creative and innovative thinking we will create opportunities for departments/divisions/units across campus to collaborate more easily

and effectively in order to ensure that all work of the College is aligned with the mission, strategic goals of the College and in support of students. We will support faculty and staff to realize their professional goals and create a more sustainable work-life balance through the implementation of new policies such as a more generous family leave policy and flexibility to perform their duties as possible.



ENROLLMENT

By 2028, SC will have robust enrollment at Main Campus of 650 full-time undergraduates and 100 graduate students and SC Global will see enrollment of 13,000 credits at the undergraduate and graduate levels across the calendar year. To do this, we will realize enrollment of first-year student cohorts at Main Campus of 240 by 2028 and transfer students of 45 per fall semester and realize a first-to-second year retention rate by the fall 2028 first-year cohort of 73%, balanced first-year cohorts at Main Campus of men and women, a more balanced undergraduate population at Main Campus of men and women (55% vs 45%), and stronger graduation rates. The fall 2028 FY cohort at MC will graduate in 4 years in May 2032 with an overall 52% graduation rate, the 4-year rate for men will be 47% and for women 55%, aligning SC's graduation rate with other KCAC/KICA schools.

We will track our progress routinely, celebrate successes unabashedly, and review opportunities for improvement to create a culture of continuous improvement. This will foster more confidence which, in turn, will encourage creative thinking and innovation.



Building, cont.



ALUMNI ENGAGEMENT

Enhanced confidence will drive the College to have greater success in engaging alumni and donors with increased fundraising activity and more robust alumni events, including Homecoming and Halls of Fame, etc. SC will apply for multiple grants each year of various sizes and foci that enhance our academic offerings, facilities, and support for students. We will see increasingly larger Builder Fund contributions annually to at least \$1 million by fiscal year 2028. A successful comprehensive campaign will allow the College to meet the goals of this strategic plan to be bold and dynamic as we build the future of Southwestern College.

PRIORITY ACTION PLANS

As the College fulfills the activities of the SC 2028: Building Our Future strategic plan, the College will be strengthened, our mission more fully achieved, the

Winfield and Cowley County communities strengthened, and our college more vibrant and sustainable into the future. The plan establishes three integrated priority goals and several strategies aligned with these goals. To ensure that the College fulfills the goals of the strategic plan, Priority Action Plans will guide the implementation of the strategic plan. They will be guided by the ongoing assessment of the outcomes of the plan as it unfolds over five years, as well as by new opportunities that are aligned with the strategic goals, and the College's mission.

STRATEGIC INDICATORS

Our work will be assessed using data and measures that are benchmarks against the College's prior performance and as applicable to other similar institutions. Annual progress by goal will be assessed and evaluated internally by the President's Cabinet and the Board of Trustees and shared with the campus community during regular campus presentations. 🏛️



Focused on Goal 1

By 2028, SC will be a dynamic and bold campus community that leads the industry in graduating students prepared to better their communities and the world through their work and service.

GOAL 1 STRATEGIES

1. Implement new undergraduate and graduate programs that are market-driven to create an attractive and compelling academic program for students
2. Implement programs to provide best-practice student learning experience and that increases student retention and persistence.
3. Implement a First-Year Experience for MC
4. Determine future of Performing and Fine Arts curricular and co-curricular programming
5. Provide enhanced learning experiences and service for every student
6. Create a compelling residential life experience on MC
7. Strengthen programs providing individualized academic support and student services for MC and SC Global
8. Maintain and expand as needed a robust and positive NAIA student-athlete experience at MC.



Focused on Goal 2

Expand and strengthen SC's contributions and impact on Winfield, local communities, the greater Wichita area, and the region's social, economic, and educational development.

GOAL 2 STRATEGIES

1. Strengthen the College's brand, reputation and market position
2. Develop SC alumni to expand reach of the College
3. Become a dynamic venue for campus and community events, competitions and the performing arts, hosting a rich array of programs to attract people to campus.
4. Strengthen ties with the Winfield community through meaningful programming and partnerships
5. Strengthen and increase external partnerships and collaborations.



Focused on Goal 3

*Strengthen SC's resources,
making investments to
secure the future.*



GOAL 3 STRATEGIES

- 1.** Recruit and develop faculty and staff committed to the College's mission and vision who bring diverse talents and perspectives that enrich the learning community
- 2.** Create opportunities for departments/divisions/unit across campus to collaborate more easily and effectively in order to ensure that all work of the College is aligned with the mission, strategic goals of the College and in support of students
- 3.** Strategically increase faculty and staff positions to support new initiatives and strategically aligned goals of the College.
- 4.** Support faculty and staff to realize their professional goals and create a more sustainable work-life balance through the implementation of new policies such as a generous family leave policy, flexibility to perform their duties as possible.
- 5.** Consider a staff advisory committee that serves as an opportunity for review of policies and provides a leadership opportunity for staff
- 6.** Implement a consistent recruitment and financial aid strategy that meets enrollment and net tuition expectations
- 7.** Implement strategies to attract students from a diverse range of backgrounds who can afford the College and will thrive and persist through graduation 1. Implement programs to attract more women to campus
- 8.** Enhance campus appearance, make facility investments, and campus enterprise systems to advance programs and the student experience
- 9.** Strengthen and increase alumni engagement and giving to the College
- 10.** Supplement the College's dependency on tuition, room and board, and fees from students.



Working the Plan

We will achieve the goals of this strategic plan to create a more sustainable future for our beloved Southwestern through the focused and dedicated work of our most important resource – our people. Together our faculty and staff form an incredible campus community dedicated each day to student success. Faculty and staff define our college through the hard work of teaching, mentoring and supporting students in attainment of their academic, professional and career, and athletic goals. Our work will be aligned to meet the goals of the strategic plan and meet the needs of our students. We will actively recruit the best talent to support new programs and initiatives. The College will support personal and professional development of employees through a robust onboarding and professional development program. Mutual respect will be fostered to create a campus community engaged and committed to the hard work of educating and graduating students ready for work.

Southwestern College will be a model for institutional vitality and innovation in 2028. As is outlined in Southwestern College 2028: Building Our Future, we will build the future of Southwestern together – accomplishing strategic goals and boldly committing to the potential of each and every student.



HIGHLIGHTED ACCOMPLISHMENTS AS OF OCTOBER 2024

Balanced Budget - focused on meeting financial ratios

Reduced draw from the Endowment

New MC Academic Programs Launched:
Criminal Justice & Legal Studies
Environmental Health & Safety
Agribusiness*
Construction Management*

*in partnership with Cowley College

Honors Program Launched

Flag Football Launched

Nursing Program Advances:
Program Director Hired
First Faculty Hired
HLC Approval Achieved Oct. 2024
Simulation Lab at WNH under construction
Campus Skills Lab space identified

PA Program Advances:
Director to begin on Nov. 1
Entered provisional pathway for accreditation
Facility planning underway

Builder Fund Participation Increased

Jinx Booster Club Launched

Winfield Hall Opens

Alumni Engagement / Event Participation Increase

Retention Improved
First Year Experience Launched
Student Tracker Group
SOAR Orientation Summer Events

Women's Leadership Program Launched

NetVUE Grants Received

Builder Band-Its Performing

Music and Theatre Activities Revived

Global Programs Added:
Data Science
MED School Leadership
MA Sport Management

Educate the State Initiative Launched

Dining Hall Renovated

Relaunch of the Center for Career and Vocation
Entrepreneurship initiatives and competitions in partnership with local community entities

Moundbuilder Market Reopens on Campus

Campus Beautification Projects Completed / Underway



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 field house west of the Mississippi still used for its original purpose.

In the past 30 years, four 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 as will the new residence hall, expected to open in 2023.

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. This is reflected in its Professional Studies offerings where degree options are important to its military students. 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 41% white and 34% as an underrepresented race/ethnicity or as mixed race in the spring of 2022. Five percent of the main campus student population are international students.

Southwestern has a proud history of progressive acceptance. Of the college's first three graduates in 1889, two were women. In 1899, Southwestern graduated its first African American student, Elijah Pilgrim Geiger, a former slave. In the early 1940s, during Japanese internment the college educated and cared for 19 students of Japanese heritage, a number far exceeding regional universities. There are numerous examples such as these from the college's establishment in 1885 to today which demonstrate a consistent culture of love, value, and acceptance for every student, staff, faculty; indeed, this is a point of pride for Moundbuilders.



Today Southwestern makes a concerted effort to recruit and support 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 23 majors (several with multiple emphasis areas and pre-professional tracks) and 22 minors, and on main campus graduate students may pursue a master of business administration.



Southwestern expects its students to have jobs as well as degrees when they graduate. To this end, the college has a Center for Career and Vocation as well as a PREP program that focus on 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 the region (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 providing tech support during their time on campus.

Global Campus

Southwestern College Global offers practical online degree programs focused on an enhanced learner experience, provided by a regionally accredited, 130+-year-old non-profit institution. 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 distance /online courses to further provide flexibility and accessibility to busy working adults. SC Global continues to offer courses that focus on a highly engaging and interactive experience for learners where courses are developed and taught by the college's own faculty and delivered in small class sizes.

Each learner can expect: hands-on counselors to help navigate the program requirements; generous transfer credits to reduce overall cost and time to completion; progressive, nationally recognized programs; accessible student resources to minimize the stress of degree completion; and small class sizes with experienced, practicing faculty to facilitate interaction and ensure academic success.

Market demands inform major offerings, with ongoing analysis of enrollments and interest allowing nimble start-up of such programs as security management, healthcare administration, and Information Systems Management in addition to majors in business, education, human resources and other more traditional fields. Currently, 14 bachelor's degree programs are offered. Master's degrees are offered in four business fields. The Division of Education in Winfield also offers several education programs at both the undergraduate and graduate level through SC Global. A number of certificates are also available that can be applied to undergraduate and graduate programs.

In partnership with corporate, military, community and technical college partners, Global 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. Global is military friendly and offers discounted military rates for active duty members of the U.S. armed forces utilizing tuition assistance. With eight convenient six-week

sessions offered every year, PS learners find the flexible schedule conducive to balancing professional and family demands. Faculty facilitate the sharing of knowledge as an integral part of the educational process. 🏠

Outside of the Classroom

Nearly all of the main campus students are involved in extracurricular activities. In 2024-25, more than 95% of the full-time campus undergraduate population received activity grants (scholarships), with about 90% 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 over 20 sports, including football (men), volleyball



(women), baseball (men), basketball, track and field, cross-country, soccer, flag-football (women), softball (women), tennis, golf, cheer and dance.



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). 🏠

Rooted in Tradition

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 nearly 100 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. The college's official mascot is "The Moundbuilder," which actually had been established prior to the construction of the

physical mound and the Moundbuilding Ceremony, because the college was built on a sizable hill.



Southwestern's unofficial mascot is the Jinx, dating back to 1912, when a winning streak began against Fairmont (now Wichita State). "The Jinx" is embodied by a black cat, which was named one of the quirkiest mascots in the nation by Newsweek magazine. The college has a living Jinx cat, which resides in historic Stewart Field House.



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. 🏰

Affiliations

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

Institute for Discipleship

The Richard and Julia Wilke Institute for Discipleship is based at the college in Wroten Hall. The institute manages or supports a variety of educational programs, both online and on the ground at Southwestern, that increase discipleship and Christian leadership skills.

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

SCLC is 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 the education division and is host to student observers and aides. 🏰



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