

The Strategic Plan for 2010 – Revised

Approved by University Council on March 6, 2007

Approved by Southwestern Board of Trustees on March 30, 2007

By 2010, Southwestern University will have:

- **Achieved the goal of fostering a liberal arts institution of the highest rank and quality.**
 - **Developed a self-critical, tough-minded community of scholars that maintains rigorous academic standards.**
1. **Paideia Program:** Gain national recognition for the Paideia Program (originally established as the Named Fellows Portfolio Program) that is grounded in a rigorous liberal arts academic program, along with civic engagement (leadership, service and public intellectualism), intercultural/diversity experiences, and undergraduate research/creative works.
 2. **Center for Lifelong Learning:** Construct the Prothro Center for Lifelong Learning to house the Paideia Program and serve as the center for academic and career advising, and services that would provide a foundation for the lifelong learning aspirations of students and alumni.
 3. **Named Scholars Program:** Establish an academic/leadership tuition-free scholarship program that would build a student body that serves Texas and the nation.
 4. **New Faculty:** Add 25 permanent, tenure-track faculty and five visiting positions to increase student/faculty interaction and academic opportunities.
 5. **Campus Governance:** Revise the faculty governance structure to reduce committee responsibilities and to increase the time available to teach, prepare for courses, advise students, and undertake research or other scholarly or professional activity.
 6. **Curriculum:** Annually review the curriculum to support our mission as a liberal arts institution of the highest rank and quality and to reflect these initiatives.
 7. **Course Hours/Student Course Load/Faculty Course Load:** Initiate comprehensive study to determine optimum student course load and hours per course with respect to each department and program; provide equity in terms of each existing faculty course load and offer faculty the option of teaching a varied course load, including documentation of the resultant benefits to students, the individual faculty member, the contribution to knowledge in the field, and Southwestern.
 8. **Technology:** Establish a teaching and learning initiative to put Southwestern at the forefront of liberal arts colleges in terms of equipment, software, and pedagogy.
 9. **Library:** Build programming, superior collection, and technological resources to support the intellectual and cultural life of a preeminent college.
 10. **Facilities:** Prepare and continuously review and update a Facilities Master Plan of the highest caliber to reflect the University's needs for facilities to fulfill the academic and student life goals in this Plan.

11. **Financial Resources:** Manage the University's financial resources in a fiscally responsible manner, managing both operating and capital costs and resources thoughtfully and strategically for the long-term best interests of the University.
12. **Management Policies:** Adopt sound, ethical, best management policies and practices that are aligned with the University's core purpose and core values.
13. **Alumni:** Recognize the essential nature of alumni as the outcome of the Southwestern experience and create a heightened awareness of and engagement by alumni in the life of the University.
14. **Integrated Marketing:** Conduct marketing research, develop strategies, and implement programs to enhance visibility and engagement with external audiences with emphasis on capable prospective students.
15. **Thinking Ahead: The Southwestern Campaign:** Seek to raise \$125 million by June 30, 2009, to support the initiatives outlined in the University's *Strategic Plan for 2010*.

By 2010, Southwestern University will have:

- **Actualized our core values at both a personal and an institutional level.**
 - **Developed an increasingly diverse community of scholars that fosters perspectives which enrich the well-being of humanity.**
1. **Diversity:** Initiate a comprehensive program to further diversify the faculty, staff, and student body to maximize the educational experience of students.
 2. **Cross-cultural Experiences:** Provide significant cross-cultural study opportunities, including study abroad. All students will have a substantial cross-cultural study experience, and a least 50% will study abroad.
 3. **Retention for Student Success:** Initiate a variety of improvements to aid student retention and persistence.
 4. **Residential College System:** Using existing facilities, initiate a residential college system that creates “communities of learning” outside of the classroom.
 5. **Student Life Enhancement:** Revitalize Student Life by providing an array of new student activities and programs, thus offering more on-campus options to students during times when they are not engaged in schoolwork.
 6. **Student Wellness:** Provide an array of new student health and well-being services and educational activities.
 7. **Conference Center/Institutes:** Build an on-campus conference center that will host University events; become a center for national conversations on topics essential to our Core Purpose; and house academic institutes established by Southwestern.
 8. **Alliances with Historically Black Colleges & Universities:** Initiate formal alliances and exchange programs for faculty and students for the mutual benefit and enhancement of students and institutions.
 9. **Local Initiatives:** Develop a variety of local community initiatives to foster better relations with the citizens of Georgetown, including a more dynamic relationship with the residents of Sun City Texas retirement community, for the mutual benefit and enhancement of both communities.
 10. **Rockwell Fund Initiative:** Enable annual staff access to \$50,000 of the Rockwell Fund to improve Southwestern through innovative ideas. Enable annual faculty access to \$50,000 of the Rockwell Fund for innovative start-up projects and ideas.
 11. **All Faiths, Peace, and Reconciliation Initiative:** Enhance programming to recognize and celebrate all faiths and to promote world peace and reconciliation.
 12. **Faculty & Staff Salaries:** Move to the 90th percentile of schools of our type for faculty and to the 90th percentile of the Austin market for staff.
 13. **Enrollment:** Maintain an annual full-time equivalent (FTE) enrollment of 1250 students.