

# STRATEGIC DIRECTION: Focus on our Academic Mission

Focus on our academic mission – our commitment to providing every student with an education that extends beyond the simple transmission of knowledge and skills to a concept of learning as a broad, integrated and transformational process.

## Priorities, Page 1:

Provide the resources necessary to support academic departments, programs, facilities and information technology services (ITS) at a level that ensures excellence in the fulfillment of our academic mission. For example: renovation of the Fondren-Jones science building; the addition of faculty in key areas of the curriculum, including interdisciplinary programs; resources for the A. Frank Smith, Jr. Library Center as an essential support unit of the academic program; and continued support for extra-departmental programs such as the First-Year Seminar, Advanced Entry Seminar and Paideia Programs. Because renovation of the Fondren-Jones science building is the highest fundraising priority, fundraising for this building will be initiated in the early stages of the plan.

## Progress Report

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### 2011– 2012

- Under a new vice president for information services and chief information officer, the A. Frank Smith Library and Information Technology Services are integrating efforts to better serve all constituencies through effective management of information increasingly dependent on digital resources.
- \$500,000 from the Andrew W. Mellon Foundation will assist with the Paideia Program.
- \$1.3 million received from the Howard Hughes Medical Institute (HHMI) to transform Southwestern's undergraduate science education program by implementing an "inquiry-based" curriculum across all departments in its Natural Sciences Division – Animal Behavior, Biology, Chemistry and Biochemistry, Kinesiology, Mathematics and Computer Science, and Physics.
- In the early stages of forming a partnership with The Methodist Hospital Research Institute (TMHRI) to create a Master's Degree program in Clinical Translation.
- \$6 million raised for a new science facility.

### 2010-2011

A task force is studying the possibility of revising policies regarding the portability of financial aid to support study abroad.

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## Priorities, Page 2:

Continue our curriculum commitments that were initiated in our Strategic Plan for 2010, including the implementation of a four-credit course model commencing Fall 2010. In the first half of the plan's life, we will fully implement curricular revisions, which will include decreasing the number of courses students take overall. At the same time, due to the planned growth of the student body, we will gradually increase the number of students at Southwestern. We will monitor these changes so that, even during the transition, we can ensure that class sizes remain at a level that provides students with high quality faculty-student interactions in and out of the classroom. In the first 4-5 years of the strategic plan's 10-year life, as we make these changes, we will assess how they will affect the academic needs of the institution in specific areas. In the second half of the plan's life, we will act on those needs by increasing tenured and tenure-track faculty and staff in needed areas, including interdisciplinary programs.

## Progress Report

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### 2011 – 2012

Southwestern's Quality Enhancement Plan (QEP) – interdisciplinary teaching and learning to transform Paideia – was introduced as part of Southwestern's ten-year reaffirmation of accreditation required by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

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## Priorities, Page 3:

Focus on recruiting, enrolling and retaining an increasingly diverse and academically excellent student body composed of developing scholars committed to a broad-based liberal arts and sciences education and an in-depth exploration of an area of study. We will continue to diversify our student body, not only because we want to offer our educational experience to a wider range of individuals, but also because we believe that student body diversity enhances our overall academic discourse and contributes to a more vibrant learning environment. Our focus on visibility and recognition in this plan is expected to contribute greatly to recruiting and enrolling a diverse group of bright, well-prepared and academically engaged students.

## Progress Report

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### 2011-2012

- 1,347 men and women (2011-2012). Minority students constitute 27 percent of the student body. Sixty four percent of 2613 applicants were admitted for Fall 2011. Of 349 entering first-year students in Fall 2011, 45 percent ranked in the top 10 percent of their high school class. The average SAT score was 1221. Eighty-seven percent of students are from Texas and 13 percent are from other states and nations. Thirty-three states and 10 countries are represented.

### 2010-2011

- Based on research conducted by the strategic enrollment advising firm of Scannell & Kurz, determining the most effective models for awarding financial assistance to prospective students.

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## Priorities, Page 4:

Provide for the continuing support and development of our faculty, whose passion for and commitment to teaching is grounded in a rich engagement in research, scholarship and creative pursuits, and of our highly dedicated and talented staff. During the first half of the 10-year plan, focus resources on compensation stability and professional development funds for existing faculty and staff; and in the second half of the plan, anticipate growth in faculty and an improvement in comparative national rankings for compensation.

## Progress Report

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### 2011-2012

Grant support for faculty scholarship:

- A National Science Foundation grant to combine math with art by analyzing what properties of an object are preserved when you draw or take pictures of it from various angles and has applications for creating movie special effects, video games and augmented reality.
- Two Fulbright Fellowships for faculty to 1) teach a course on Hispanic film at the Universidad Católica Santísima Concepción in Concepción, Chile 2) teach at Ashesi University in Ghana and researching high-integrity businesses in the developing world.
- Andrew W. Mellon Foundation recently awarded \$720,000 to Southwestern for a four-year project to do faculty development in writing in the disciplines.
- The Paideia Endowment provides budget support for faculty development in operating courses under Paideia.

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## Priorities, Page 5:

Ensure that our students have transformative experiences in the world by creating more opportunities for students to experience a global education. To achieve this goal, we need to increase opportunities for students to study abroad by revising policies regarding the portability of Southwestern financial aid and by developing program partnerships across the globe. Further, we should enhance current student exchange programs as an avenue as well as an opportunity to increase international student enrollment at Southwestern.

## Progress Report

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### 2011-2012

- The portability of financial aid for study abroad has not been approved. However, \$100,000 from the Paideia Endowment is to help student fund travel.
- We are increasing our International student recruitment effort. The Director of Admissions has assumed the role of international student recruitment exclusively, a budget is now in place to provide scholarships for international students and we have attended national conferences to bring heightened attention to our international recruitment. The website has been enhanced and simplified to support international student admission.

### 2010-2011

- A task force is studying the possibility of revising policies regarding the portability of financial aid to support study abroad.

## STRATEGIC DIRECTION: Focus on our Academic Mission

### **SUPPORTING STRATEGY: Enhance our Campus Experience and Residence Life**

Create a more vibrant, diverse and student-friendly campus that will enhance our campus experience and the quality of student life, and will contribute to attracting and retaining students that are best able to benefit from Southwestern University's academic mission.

#### **A. Enhancement of Campus Activities and Residence Life**

##### **Areas for Action, page 1:**

Continue to build a thriving intercollegiate athletics program, expand intramural and recreational activities, and enhance our recreational facilities and equipment. We are committed to ensuring that the athletics program is in keeping with the culture of Southwestern, and we expect that action on this priority will serve to enrich our campus life, enable a strong athletics program, promote the health and well-being of our students, and contribute to student recruitment and retention.

##### **Progress Report**

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##### **2011 – 2012**

###### Athletics

- Board of Trustees approval to reinstate football in 2013 and add Women's Lacrosse in 2014.
- Head football coach and head Women's lacrosse coaches hired.
- Facilities Improvement – completed renovation of varsity men's locker room; installed new scoreboard and sound system for soccer and lacrosse; installed new batting cages for baseball and softball; and added a weight station in the existing weight room. Began site preparation for two new playing fields and construction will soon begin for a field house and baseball locker room.
- A thorough cost/need analysis for athletic and recreational facilities is informing expansion and fundraising.

##### **2010-2011**

- Completed a thorough cost/needs analysis for athletic and recreational facilities.

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#### **A. Enhancement of Campus Activities and Residence Life**

##### **Areas for Action, page 2:**

Further develop the existing group of excellent student activities. Build on successful campus-wide social events/programs, student-initiated organizations and events, and religious activities. Utilize existing space in ways that will enhance student life; create a venue for over-21-year-old student events; and determine how best to capture our Greek Life potential.

##### **Progress Report**

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###### **2011– 2012**

###### Student Activities

- To build a more vibrant, diverse, and gender-balanced community, a diversity component was added to all First-Year Seminars and outreach programs addressing sexual assault, risk reduction, alcohol awareness, suicide prevention, stress management or eating disorders are being held annually
- Related to the addition of age 21 and over event space, Southwestern's application for a liquor license in the Cove was not granted.
- The highly successful Friday Night Live program was revamped by adding Southwestern student talent to the already popular Austin area and national touring acts.
- The addition of a weekly chapel service utilizing contemporary music and the expansion of Destination: Service Seminar Trips are enhancing religious life.

###### 2010-2011

- The Enhancement of Greek Life Task Force is determining how to best capture Greek life potential.
- Initiating efforts to strengthen Religious Life through weekly chapel services, expanded Destination: Service opportunities , and increased Inter-Faith Dialogues programs

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#### A. Enhancement of Campus Activities and Residence Life

##### Areas for Action, page 4:

Commence building a stronger Residence Life program. In focusing on student satisfaction and retention, improve the staffing of first-year residence halls and find creative ways to build community, including the development of special-interest housing designed around areas closely related to the academic core.

##### Progress Report

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##### 2011 – 2012

##### Residence Life

- A full-time Assistant Director of Residence Life for both east and west campus, as well as expanding training and support systems for resident assistants are building a stronger residential life program

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#### **B. Planned Growth of Student Body**

##### **Area for Action, page 1:**

Increase the number of students at Southwestern by approximately 250 FTE over five years through targeted recruitment of first year, transfer and international students and by significantly improving student retention. Ensure that growth is carried out in ways that are true to our Core Values and that enable us to enhance both our academic mission and overall campus experience.

##### **Progress Report**

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###### **2011– 2012**

- Fall 2011 full time enrollment (FTE) was 1,347 – toward goal of 1,500 by 2015.
- Implementation of Slate, Admission Software, enhancing efficiency in admission processing and overall recruitment communication and activity.

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#### **B. Planned Growth of Student Body**

##### **Area for Action, page 2:**

During the first half of the 10-year plan, while efforts to increase Southwestern's visibility are still under way, focus on targeting regional transfer students and increasing retention in order to maintain the high academic quality of Southwestern's students. During the second half of the plan, as the fruits of our visibility campaign are realized, broaden the recruitment targets to include national and international first-year and transfer students.

##### **Progress Report**

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###### **2011 – 2012**

- Signed four Articulation Agreements, hired Will Molidor Admission and Recruitment Coordinator to focus on transfer students, offer the Advanced Entry Seminar for transfer students and started a chapter of Tau Sigma National Honor Society for Transfer Students.
- Grant recipient from the Jack Kent Cooke Foundation to enable Southwestern to enroll 12 students each year from Austin Community College for the next three years. Each group, or "cohort," will be supported by a strong network of services to make earning a bachelor's degree a reality.
- Implementation of Slate, Admission Software, enhancing efficiency in admission processing and overall recruitment communication and activity.

###### **2010-2011**

- Developing a new direct mail strategy to better target prospective students who demonstrate a high probability to enroll at Southwestern.

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#### **B. Planned Growth of Student Body**

##### **Area of Action, page 3:**

Monitor the growth process to be sure that class sizes remain at a level that provides students with high quality faculty-student interactions in and out of the classroom. During the first few years of the plan, assess how the growth of the student body affects the quality of the student academic experience and the quality of student services. Then, in the second half of the plan, act on those needs by increasing tenured and tenure-track faculty and staff as needed. Ensure that student population growth contributes to the financial support of the academic mission.

##### **Progress Report**

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# STRATEGIC DIRECTION: Focus on our Academic Mission

## SUPPORTING STRATEGY: Build Far-Reaching Visibility and Recognition

Build far-reaching visibility and recognition for the University as an exceptional national undergraduate liberal arts and sciences institution known for engaging minds and transforming lives.

### Area for Action, page1:

Reaffirm our identity and increase the number of people who know this institution to be “a rigorous national undergraduate liberal arts and sciences institution known for engaging minds and transforming lives.” This will require the development and implementation of a broad-based visibility effort that strengthens and builds upon the integrated marketing research and strategic actions implemented by Southwestern over the past five years.

### Progress Report

#### 2011 – 2012

- Broadly communicating with university constituents fall 2012 third party endorsements – Southwestern magazine, website and social media; President Schrum’s public addresses; media; and using university leaders – Board of Trustees, Board of Visitors, Alumni Council, etc:
- 2012 edition *Colleges That Change Lives: 40 Schools That Will Change the Way You Think About Colleges*, and has been included in every edition since publication began in 1996.
- Forbes’ “America’s Top Colleges” for 2012 includes only two Texas schools in the top 100—Southwestern University and Rice University.
- Southwestern is the highest ranked national liberal arts institution in Texas, according to the 2012 rankings by *U.S. News & World Report*.
- Southwestern was included in *The Princeton Review’s 2012 edition of The Best 376 Colleges*, which chooses schools “primarily for their outstanding academics.”
- *Washington Monthly*, which rates schools based on their contribution to the public good, recently ranked Southwestern as 45<sup>th</sup> among all liberal arts colleges.
- Updating Southwestern’s website heightening recruitment opportunity including focus on the academic programs, featuring Paideia transformation, improved search optimization, and interactive updates.
- Increasing visibility through successful placements: including stories on the 2000-2010 decade of accomplishments, Jake Schrum’s decade as President, Thinking Ahead Campaign surpassing \$100 million, op-ed by Provost Jim Hunt on risk taking, the University’s 100<sup>th</sup>

Homecoming celebration, sustainability initiatives by students and the University, a series of articles on Prof. Laura Hobgood-Oster’s new book *The Friends We Keep*, and more.  
<http://www.southwestern.edu/newsroom/>

- The Association of Southwestern University Alumni launched “Be Southwestern” as a way for Southwestern constituencies to assist with visibility by sharing their personal Southwestern experiences, recommending students, making gifts to the University, staying connected with SU through, and proudly wearing their pirate gear.

#### 2010 – 2011

- Increasing visibility through successful placements: including stories on the 2000-2010 decade of accomplishments, Jake Schrum’s decade as President, Thinking Ahead Campaign surpassing \$100 million, op-ed by Provost Jim Hunt on risk taking, the University’s 100<sup>th</sup> Homecoming celebration, sustainability initiatives by students and the University, a series of articles on Prof. Laura Hobgood-Oster’s new book, “The Friends we Keep” and more,  
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Build far-reaching visibility and recognition for the University as an exceptional national undergraduate liberal arts and sciences institution known for engaging minds and transforming lives.

#### Area of Action, page 2:

Evaluate the name of the institution as part of the overall visibility and recognition effort, commission market research on the University's name, and use the research findings to make strategic decisions about keeping the name Southwestern University or changing it. If a change is warranted, undertake a name change process that is transparent and inclusive of the University's stakeholders

#### Progress Report

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##### 2011-2012

- Following a thorough review of and discussion about the findings of the name recognition research, Southwestern's Board of Trustees unanimously approved the following motion on January 28, 2011: "In support of the overarching vision for Southwestern University in the Strategic Plan, the Board reaffirms its commitment to build far-reaching visibility and recognition by conducting the adequately funding a comprehensive visibility campaign using the name Southwestern University."

##### 2010-2011

- Presenting results of the name recognition research and recommendations to the Board of Trustees for consideration at the Mid-Winter meeting (January 27 and 28). Action steps will be taken based on any decision made by the Board.
- Continuing communication with alumni and other constituencies, including posting the name recognition research findings.

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Build far-reaching visibility and recognition for the University as an exceptional national undergraduate liberal arts and sciences institution known for engaging minds and transforming lives.

#### Area of Action, page 3:

Take full advantage of the fact that NITLE – a consortium of liberal arts colleges, focused on technology in teaching and learning and funded by The Andrew W. Mellon Foundation – is now based on the Southwestern University campus, which will make this campus more visible in the network of national liberal arts colleges. Convene conferences on our campus and consider possibilities for Southwestern, in partnership with NITLE, to host discussions on critical issues and “hot topics” of interest to faculty, staff and students around the country.

#### Progress Report

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#### Area of Action, page 4

Gain greater visibility in the Georgetown community and in the region through the Center for Lifelong Learning partnerships with such groups as Senior University and other community-based educational entities whose missions are congruent with the mission of Southwestern University.

#### Progress Report

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##### 2011-2012

- Partnering with the City of Georgetown to gain greater visibility in the broader Georgetown community – shared the cost of SU pennants around the square and to add “Home of Southwestern University” to the city’s east monument signage; local businesses posted “Welcome Back” signs; the implementing Southwestern’s Community Benefactor Program whereby businesses contribute to scholarships or for restricted purposes.
- Continuing the partnership with Senior University through a Memorandum of Agreement and hosting their administrative office in the Prothro Center for Lifelong Learning.
- Appointed new Board of Visitors members from the Greater Georgetown area.
- Continual recognition of an individual, organization or business with the Martha Hurtado College Town Award presented at the annual Chamber of Commerce Banquet. The 2012 recipient was Mrs. Esther Weir.

## STRATEGIC DIRECTION: Focus on our Academic Mission

### SUPPORTING STRATEGY: Ensure the Financial Vitality and Overall Sustainability of the Institution

Ensure the financial vitality and overall sustainability of the institution by building an ever-stronger financial foundation that will increase our ability to invest in our academic enterprise, undergird our commitments, and reach for our aspirations.

#### Areas for Action, Page 1:

Extend *Thinking Ahead, the Southwestern Campaign* with a *Phase II*, building on the successes to date and increasing the campaign goal. The initial focus for *Phase II* will be raising funds for the renovation of the Fondren-Jones science building as the highest fundraising priority in the Strategic Direction to Focus on Our Academic Mission. *Phase II* of *Thinking Ahead, The Southwestern Campaign* should also address scholarship opportunities to enhance our diverse student body and build the endowment.

#### Progress Report

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##### 2011 - 2012

- Met and exceeded Southwestern Fund goal for 2010-2011 and 2011-2012; achieved the third highest fundraising year in university history for new gifts, grants, and pledges totaling \$19 million; gifts to the endowment during this period totaled \$4.3 million.
- Supporting the financial needs of the strategic plan, the Board of Trustees approved launching *Thinking Ahead: the Southwestern Campaign Phase II*. Campaign reached \$138 million in 2011-2012 toward \$150 million goal.
- Developed and implemented model for collaborative budgeting and tracking.

##### 2010-2011

- Supporting the financial needs of the strategic plan, the Board of Trustees approved launching *Thinking Ahead: The Campaign for Southwest University Phase II*.

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**Areas for Action, Page 2:**

Aim to increase the endowment by \$100 million through gifts to *Phase II* of the campaign and through investment management practices. This level of endowment growth will be important to supporting elements of the Strategic Plan.

**Progress Report**

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#### **Areas for Action, Page 3:**

Develop a long-range vision and initiate an East Campus master plan to enhance our academic enterprise, enrich the lives of all members of the Southwestern community, and provide a foundation for the future growth and prosperity of the institution well into the next century with self-sustaining activities and operations.

#### **Progress Report**

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##### **2011-2012**

- The initial plans to upgrade and expand the athletic and recreational facilities for the University community including the construction of a field house along with football practice fields and track are underway. Due to the current economic conditions, it is not feasible to consider other development plans at this time. `

##### **2010-2011**

- Exploring with the City of Georgetown a bike path from the University to the Georgetown Square.
- A task force is developing a strategy for the east campus property.