FROM CONCEPT TO IMPLEMENTATION STATE OF THE UNIVERSITY FALL 2003

FALL FACULTY CONFERENCE TUESDAY, AUGUST 19, 2003

GREAT IDEAS . . .

Southwestern University has a rich legacy of persons who had and continue to have innovative ideas and unwavering vision, as well as the courage to develop and implement that vision. The 2003-04 academic year will be a time for implementing innovative ideas for Southwestern University – key ideas that are set forth in the University's Strategic Plan for 2010

These ideas reflect our core purpose and core values. They are priority objectives under the four strategic goals of our 2010 Strategic Plan which, to remind us, are:

- Achieve the goal of fostering a liberal arts institution of the highest rank and quality
- Develop a self-critical, tough-minded community of scholars that maintains rigorous academic standards
- Actualize our core values at both a personal and an institutional level
- Develop an increasingly diverse community of scholars that fosters perspectives which enrich the well-being of humanity

We know these priorities because we, the Southwestern community, conceived them and have spent the last two years refining and planning for their implementation. The first priorities of the 2010 Plan to be put into action are:

New Faculty

Last spring was historic — never in the history of this University have we been able to enrich our tenure-track faculty ranks by adding ten new faculty positions — thanks to the \$8.5 million grant committed last fall by the Robert and Ruby Priddy Charitable Trust.

In addition, we appointed Dr. Paul Gaffney as Dean of the Sarofim School of Fine Arts. Dr. Gaffney brings to our community distinguished service as a teacher, and we are excited to have his leadership as we move into this dynamic time in the life of Southwestern. We also began searches this past year to replace six retired or vacant faculty positions.

I would like to commend the search committees, which met last spring and concluded with the hiring of 13 new faculty colleagues.

In keeping with our goal of developing a self-critical community of scholars, we want to re-direct the Brown Distinguished Research and Teaching Professorships Programs so that we may implement a system of Brown Senior Fellowships that will provide more faculty with opportunities to conduct scholarly and creative activities. The new system would include funds for the continuation of the Brown Working Paper series, developed by Dr. Eric Selbin, the current Brown Fellows Program for Junior Faculty, and the creation of a Brown Teaching Fellow position. Dr. Hunt will be soliciting input from current Brown Chairs and past Brown Distinguished Research and Teaching Professors. It is my hope that calls for applications for these new programs will begin in the spring semester.

Curricular Review

We are pleased that The Andrew W. Mellon Foundation of New York approved our grant request to fund faculty "working groups" this summer. The working groups focused on evaluation of teaching, curriculum review, and Paideia Program components.

Residential College

Vice President And Dean Of Students Sherri Babcock used her sabbatical last spring to research residential college systems nationwide. We are now evaluating the findings for Southwestern.

• Increasingly Diverse Community

Recently, as you know, the U. S. Supreme Court affirmed one of our core values, "fostering diverse perspectives." The recent faculty search committees enabled us to identify "unusually well-qualified candidates who have unusually diverse perspectives." We welcome our new colleagues and look forward to getting better acquainted over the coming academic year.

Southwestern will continue its ongoing diversity initiative with the Texas Methodist Foundation through the Dixon Scholarship Program. I am pleased to update you on Southwestern's first graduating class of Dixon Scholars which joined our community in 1999 as first-year students. Of those initial 17 Dixon Scholars, 16 graduated in four years and have gone on to places such as Harvard Law School, Southwestern Medical School, and Emory's graduate program for organic synthetic chemistry. This is a graduation rate to which we would aspire for all of our students. We are on course for our second class of Dixon Scholars to also exceed the University's overall graduation rate.

Across the University, we are set to welcome approximately 380 new students as first-years or transfers. Their average SAT score was among the highest we have ever seen and very consistent with the past few years. Minority representation in the class is 22%, the second highest percentage of any entering class in Southwestern's history.

And, finally –

Paideia

Again, through the generosity of the Priddy Charitable Trust, we are launching one of the cornerstone initiatives of our 2010 Plan, the Paideia Program. Paideia will build on existing programs like the King Creativity Fund and Mundy Fellowships and further expand opportunities for one-on-one teaching, mentoring, and inter-cultural programs. This semester, the inaugural class of 100 Paideia students and ten Paideia professors begin this innovative program.

We welcome the return of Dr. Stephanie Fabritius from her American Council On Education fellowship and the insights she will provide on her experiences at Bowdoin College. Dr. Fabritius, Professor of Biology and holder of the Lillian Nelson Pratt Chair, assumes her new role as Associate Provost and Director of the Paideia

Program. Beyond working with the Paideia professors and Paideia students this year, she is also organizing Southwestern's twenty-sixth Brown Symposium, entitled "Artic Journey," to be held on February 12 and 13.

As we focus on our goals and implement priorities in 2003-04, we are cognizant of our larger world:

• The U.S. Economy

Our country continues to see a sluggish economy and even though the financial markets are up, the gains are not yet robust.

How is Southwestern faring in these sluggish financial times? Better than most – we finished last year with a balanced budget. We met and exceeded our Annual Fund goal, with alumni giving at 33% and 100% Trustee participation. Nationally, though, "Giving USA" recently reported charitable giving to education declined 1.1%, the first decrease since 1975. With inflation, this actually equates to a 2.6% decrease.

As you know, Southwestern has definitely been impacted by the economy. While our budget is balanced, we did so with nearly \$1 million less in endowment income.

And, for example, we received some \$200,000 less in state aid to students, which we have worked to replace from other sources -- not an easy task.

One of Southwestern's priorities is its people. Even with budget expense reductions, no layoffs from our faculty or staff have been discussed or contemplated.

Our financial strategy continues to include expense control, timely and prudent use of the Priddy Trust Grant, and moving forward with a vigilant eye on the markets as we determine timing for a public launch of our comprehensive fundraising campaign to support the 2010 Plan. In the meantime, campaign leadership has been recruited and the quiet solicitation phase is taking place. To date, this has produced a \$28 million nucleus fund. This includes the \$8.9 million pledge from Fayez Sarofim (\$3 million will have been received by December), the \$8.5 million commitment from the Priddy Charitable Trust, as well as significant other new gifts and pledges.

Before I leave the financial arena, I want to note that a new tax-favored college savings plan – the Independent 529 Plan – is being announced nationwide in September. It will assist parents of Southwestern students and all of us with new college funding opportunities.

Southwestern's chief financial officer, Richard Anderson, has worked diligently as a leader with higher education financial officers around the country to complete this plan, which is exclusively for independent colleges and universities. Our thanks to Richard for his important contributions.

Conflicts and Struggles

The landscape outside of Southwestern has changed dramatically since September 11, 2001, and continues to change as our country struggles with the situation in Iraq,

peace-keeping forces in Liberia, the reality of global terrorism, and declining global health due to the continuing increase of AIDS and other diseases, to name but a few.

How do we at Southwestern connect our education to the world's realities?

- The priorities of our 2010 Plan the Paideia Program, additional faculty, increased diversity, as well as what each of you is doing in your roles as scholar, teachers and mentors keep our students keenly aware of the world's realities.
- One of our opportunities for connection is the annual Shilling Lecture I can think of
 no greater example of a global citizen than who I am announcing as our 2004 Roy
 and Margaret Shilling lecturer.

On March 26, 2004, a Nobel Peace Prize winner, who has formulated his objective for "a democratic and just society without racial divisions," will speak on our campus – the Archbishop Desmond Tutu.

Archbishop Tutu's address will be joined throughout the year with opportunities to bring to Southwestern voices of the world's realities through programs such as Writer's Voice featuring Margaret Atwood, the Brown Symposium, and numerous lectures and performances.

• Graduating students who are bright, moral, and courageous is our goal. We have recently formed the Student Success Task Force, which was charged to research and recommend strategies for retention and student success to build on our current level of support and aid us in finding ways to improve our retention rate.

Kim Murphy, Director of Academic Services and Advising, will chair this critical initiative, but the retention and success of Southwestern's students are the responsibility of each and every one of us. I urge you to embrace this as a great opportunity, as well as a shared responsibility.

Members of that task force include:

Desi Roybal Daniel Castro Cami Sawver A. J. Senchack Julie Cowley **Monty Curtis Beverly Jones** Mike Leese Glada Munt Eric Van Danen Ron Swain Albert Bui Clay Coleman Phaedra Jackson Christopher Jones Lauren Liston

Another way in which we connect our students to the world about them is through
people who serve Southwestern. On September 18, we are launching a 32-member
Board of Visitors, a distinguished group of regional and national leaders who will
provide new networks for visibility and engagement by serving as advocates and
advisors.

John W. Cook will chair our Board of Visitors. John is the immediate past president of the Henry Luce Foundation in New York, which funded Southwestern's Luce Junior Professorship in East Asian Politics now held by Dr. Alisa Gaunder. Prior to becoming president at the Henry Luce Foundation, John served 27 years on the faculty at Yale University. He administered two graduate programs in interdisciplinary studies and taught the history of art and architecture in the area of religious studies. John resides in Connecticut.

Another member is Robert "Bob" Dubill, the former executive editor of *USA Today*. Recently retired and living in Alexandria, Virginia, Bob began his career at *USA Today* in 1983, two months after the paper launched. He is considered one of its founding partners.

Herman Lessard is President and CEO of the Austin Urban League. He holds degrees in history and pre-law from DePaul University. Herman lived in Washington, DC, and Atlanta prior to locating to Austin.

And a final example, Gwen Griffin Sherman, Southwestern alumna from the class of 1980, lives on Mercer Island in Washington state. She is controller for the Bill and Melinda Gates Foundation, the largest philanthropic organization in the world.

I would like to end my remarks today with recognition of service and leadership.

Joe Mundy, Class of 1964 and member of Southwestern's Board of Trustees for 13 years, was an accomplished man, a modest man, a caring man. He was passionate about his family, his service to his alma mater, and to Brookwood Community – a residential environment for adults with special challenges. Joe's prudent leadership was reflected as Chair of our Facilities Committee during Southwestern's previous fund-raising campaign. A significant portion of the existing campus facilities were renovated or built during his term as Chair of the Facilities Committee. As a matter of fact, the next building, which you might have seen being constructed on the north side of campus, will be named Mundy Hall. This building will be used in its initial years for faculty, staff, and students whose normal facilities undergo construction and renovation, and later for improvement and expansion of physical plant operations. This facility represents the spirit of Joe Mundy---humble in appearance, essential in nature, and thinking ahead.

The Joe S. Mundy Award was created as a memorial to the leadership legacy of Joe Mundy for faculty and staff whose service to Southwestern is recognized as exemplary. Last year, I announced the first recipients of the Mundy Award, and they were Jan Dawson, Laura Hobgood-Oster, Dan Yoxall, and John Lind.

John Lind is retiring this spring. It is hard to imagine the enormous impact which John Lind has had on the life and work of Southwestern University since his arrival in 1982. For twenty years he has been guiding our enrollment management efforts to attract a significant number of very bright students to our campus. Somewhere between 5,000 - 6,000 students have chosen Southwestern as their alma mater because of John's thoughtful and successful leadership. This number of students represents approximately one-half of our current living alumni.

Now I am pleased to announce this year's recipients of the Mundy Award and I will be reading words from those who nominated them:

Dr. Sherry Adrian – Sherry Adrian is a gifted educator, superb researcher, and major contributor of service to Southwestern University and the larger community. She consistently earns high rankings in student evaluations of her teaching and, because she cares so deeply about her department, her students, her University and her community, she takes on far more than her share of administrative duties. For example, she has chaired the Department of Education since 2000, advised well over 40 students last year, served as the Director of Special Education Teacher Certification Program since 1994, served on several University committees, supervised student teachers, and for the last two years she has also chaired the Social Sciences Division without taking a course release. Sherry leads and inspires by example, and her selfless demeanor, scholarship, personality, and commitment to University and community service evoke only feelings of respect and admiration from all who know her.

Ms. Julie Cowley – While some of us know the many projects and tasks Julie accomplishes during the course of any given day, more of us have knowledge of the exemplary, high volume of work and dedication she put into the recent work for our SACS accreditation. Not only was this a long process, but also it was very complex. Because of the scope of the project, it was necessary for Julie to work with colleagues across campus in various capacities, and she managed to maintain the level of organization to see it through to the end – and this was in addition to her normal duties as Associate Provost. Julie's constant dedication to her work and meticulous attention to all aspects of academic life keep SU running as smoothly as it does. Because of her position, she is not in the limelight, and much like Mr. Mundy himself, she remains "on task" and is relentless in her efforts to do an exemplary job at whatever she undertakes.

Dr. John Delaney – John is an inspiration to many. He exhibits excellence in teaching, service, and scholarship. There are probably few accounting professors that, just by the style of their teaching, make students really like accounting; John does. His guidance on theories and applications outside class is exemplary as well. He also provides the best in mentoring his advisees, before, during, and after their enrollment at SU. He is active in the field of accounting. He recently went to extensive lengths to achieve the designation, Certified Fraud Examiners (Fraud Accounting). He continues to be an active leader in the Institute Of Management Accountants, serving as past president of the Austin chapter, and delegate to the Texas Council of IMA. We say we want scholarship in our teaching; John's scholarship makes it into his classes every day.

Ms. Josie Rrodriquez – Those of us who are fortunate to work with Josie – who serves as Director of Accounting – know that Josie wears many hats, and she never backs away from those complex issues which require a person to exhibit leadership, integrity, and roll-up-your-sleeves hard work. It is this variety of ways in which she serves SU that makes us take notice of her exemplary service to Southwestern. This is

most clearly seen as she must oversee all of our banking/cash flow needs, the voluminous amount of paper work endemic to the business of running a university, as well as keeping an ever watchful eye on the complexities of student accounts. She is an incredibly gifted and dedicated staff person who is here most days around 6 a.m., and she stays until at least 5 p.m. or later. And, Josie always has answers to transaction questions at her fingertips. She exemplifies the core values of Southwestern, is a good role model for all of us, and is most deserving of The Joe Mundy Award.

Closing Remarks – In conclusion, please help me recognize members of our community, in addition to John Lind, who will retire this year: three colleagues from Physical Plant -- Physical Plant Secretary Linda Bryce (15 years), Custodian Wallace Montgomery (11 years), and Groundskeeper Clifton Sumner (17 years).

Join me in applauding them.

And those retiring among our faculty:

Coach Jim Mallon, Dr. Jan Dawson, and Dr. Douglas Hooker.

Coach Mallon came to Southwestern in 1970 and is the third all-time winningest baseball coach in NCAA Division III history.

Dr. Dawson came to Southwestern in 1977 and has made a significant difference on our campus – inside and outside of the classroom -- with faculty colleagues and with students.

Dr. Hooker joined the Southwestern faculty in 1961. His vision has helped shaped this University for over 40 years.

We look forward to celebrating your many accomplishments in the spring.

What an exciting opportunity we have to make a difference in the lives of our students. We <u>all</u> participate in some way, and it is a privilege to share in our students' educational journeys. This is a community of ideas, and those ideas come from all areas of campus. We celebrate the dynamism we have here – a unique educational environment in Georgetown, Texas. I along with you am looking forward to this academic year. Thank you.