

THE STRATEGIC PLAN FOR 2010

EXECUTIVE SUMMARY

Southwestern University will be known nationally for providing society with graduates of whom an extraordinary percentage are bright, moral, and courageous leaders.

Indeed, to be a “Graduate of Southwestern University” should represent an unparalleled liberal arts experience and should be understood by employers, graduate school deans, and leaders nationally by 2010.

We seek to “be an inspiration to other preeminent undergraduate colleges because our innovative programs are transforming liberal arts education.”

In order for us to pursue such a bold vision, we must first be an inspiration to our students.

The following pages include a summary of the four objectives and their initiatives that Southwestern University will undertake this decade through its 2010 Strategic Plan.

Southwestern University
Georgetown, Texas

THE STRATEGIC PLAN FOR 2010

OUR CORE PURPOSE

Fostering a liberal arts community whose values and actions encourage contributions toward the well-being of humanity.

OUR CORE VALUES

Promoting lifelong learning and a passion for intellectual and personal growth

Fostering diverse perspectives

Being true to one's self and others

Respecting the worth and dignity of persons

Encouraging activism in pursuit of justice and the common good

OUR ENVISIONED FUTURE

We believe we should strive for no less than making Southwestern University an inspiration to other pre-eminent liberal arts colleges because its innovative programs are transforming liberal arts education.

THE SOURCE OF OUR ENVISIONED FUTURE

In order for Southwestern University to be an inspiration to other preeminent liberal arts colleges, we must first be an inspiration to our students.

1.

Introduction

The primary goal for Southwestern University in the next decade is the development of an institution of higher education that provides a liberal arts and sciences experience that encourages an ethos of high intellectual standards while continuing to value the spiritual and moral dimensions of our community's life.

The pursuit of such an important goal must begin with the individual undergraduate experience. Because the *student* is central to everything we do at Southwestern, we believe that the liberal arts learning and living environment we envision building over the next decade will ignite in our students a passion for lifelong learning, a compassion for others, and a desire to accept responsibility. For this vision to succeed, our students, in turn, will inspire other people, organizations, and communities through their actions and decisions in life.

Indeed, to be a "Graduate of Southwestern University" should represent an unparalleled liberal arts experience and should be understood by employers, graduate school deans, and leaders nationally by 2010.

The following **four strategic goals** will serve as the guiding principles for Southwestern's 2010 Plan and will substantiate our work with our students throughout the next decade and beyond.

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.**
- **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.**

Pages 2 and 3 include summaries of two groups of initiatives that will support the pursuit of the above four strategic objectives.

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. **Named Fellows Portfolio Program:** Establish a nationally recognized program whereby, in addition to their Southwestern diploma, all students would earn distinction in areas such as languages, international/cultural experience, collaborative learning, service, leadership, internships, the arts, athletics, and entrepreneurship that would mark their undergraduate, liberal arts and sciences experience as without peer nationally. Completion of optional distinction areas would guarantee each graduate a stipend to be used in whatever way he or she sees fit.

2. **Center for Partnerships in Learning & Teaching:** Establish a center for the coordination of portfolio development, 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 select at least one student from each state each year to build a student body that is national in scope.

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. **Taproots Program:** Immerse students in the local and regional cultural, artistic, political, and ecological environments in conjunction with coursework.

9. **Technology:** Establish a teaching and learning initiative to put Southwestern at the forefront of liberal arts colleges in terms of equipment, software, and pedagogy.

10. **Library:** Build programming, a superior collection, and technological resources to support the intellectual and cultural life of a preeminent college.

11. **University Press:** Establish a university press appropriate for our Core Purpose.

OUR HERITAGE

As a United Methodist institution of higher education, Southwestern's character is shaped by John Wesley's famous appeal: "Let learning and vital piety be joined," and the Core Values we share are likewise rooted in other traditions of faith and ethical commitment.

Southwestern is fundamentally committed to academic freedom, to the rigorous debate in which new knowledge, new ethical insights, and richer spiritualities are grounded.

Southwestern also shares the traditional Methodist concern for social justice: we seek to promote a sense of social responsibility, and are committed to offering the benefits of higher education to those who confront adverse financial and social circumstances.

INSPIRING STUDENTS

Southwestern will be known nationally for providing society with graduates who are bright, moral, and courageous leaders.

By "bright" we mean curious, lifelong learners who value depth and breadth in their pursuits.

By "moral" we mean reasoning that will aid one's ability to make decisions based upon their impact on humanity.

By "courageous" we mean the confidence to make choices that are fair, visionary, and benefit the common good.

OUR PLANNING PROCESS

Throughout this planning process, we have examined every area of Southwestern University's life.

Classes were cancelled on two occasions as the University community articulated our Core Values, Core Purpose, and Envisioned Future.

Task forces considered Developing the Whole Person, Mentoring and Advising, Library Services, Out of Class Experiences, Student Life, Interdisciplinary Studies, General Education, International Studies, Internships, The First-year Experience, and Cultural and Intellectual Life. Faculty submitted Bold Proposals.

A Summer Planning Review Committee considered the above material, producing a rough draft that included exhibits of all planning to that point.

A Strategic Plan Committee presented an initial draft that was accepted by the Board of Trustees as a work in progress.

That draft was put before a group of National Advisors, unrelated to Southwestern and representing a wide array of disciplines, for critical review.

The president wrote a companion piece to the draft and submitted it for campus consideration.

This final document represents a combining of the efforts of each of the above initiatives.

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 at least 50% will study abroad.
 3. **Keep Everyone Engaged Program (KEEP):** Establish a program for first-year students whereby faculty and staff contact students weekly to aid retention and make certain they are assimilating on campus and accessing University resources.
 4. **Residential College System:** Using existing facilities, initiate a residential college system that creates “communities of learning” outside the classroom.
 5. **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.
 6. **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.
 7. **Local Initiatives:** Develop comprehensive local community initiatives to foster better relations with the citizens of Georgetown. Establish a formal relationship with the residents of Sun City Texas retirement community for the mutual benefit of both communities.
 8. **Rockwell Fund Initiatives:** 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.
 9. **Global Leadership Initiative:** Integrate students into the development and implementation of Southwestern's global service program.
 10. **Faculty & Staff Salaries:** Move to the 95th percentile of schools of our type for faculty and to the 95th percentile of the Austin market for staff.
 11. **Enrollment:** Maintain an annual full-time equivalent (FTE) enrollment of 1250 students.