
Shaping Our Future

The Strategic Plan for Southwestern University

2010 - 2020

Approved by the
Southwestern University Board of Trustees
March 26, 2010

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Foreword

*On the following pages you will find **Shaping Our Future: The Strategic Plan for Southwestern University 2010 – 2020**. This plan was developed by the Commission on Planning and Action over a 12-month period, and represents a great amount of engagement and comment by the entire campus community, as well as the Board of Trustees and alumni. The plan puts forward an aggressive strategic vision and our academic mission is appropriately centered.*

The vision and goals embedded in this plan are worthy of our attention. To achieve them will require involvement of all components of our institution. The plan builds on our strengths. It is not simply a list of things “to do” over the next 10 years. Rather, it is an integrated strategy for moving forward, providing a well-thought-out plan for positioning Southwestern for its future.

As with any good plan, this is not “etched in stone.” Rather, it is a framework that we can begin to use as the basis for action planning. As we act, we will learn. Mechanisms like annual assessments and a mid-decade review will enable us to measure progress, adapt to changes in our environment and recalibrate as needed. Working together, we will find ways to continuously make the plan stronger over time.

The members of the Commission on Planning and Action thank everyone who contributed his or her time and fine mind to this process. It is this kind of commitment to Southwestern University that enables us not only to develop a strong plan for our future, but also to do the work required, over the next decade, to make this plan a success.

Definitions

*A **strategic plan** is a framework for ongoing planning and action over the next decade. As a framework, the plan articulates the overarching vision, and it sets a broad direction and strategies to support that direction.*

In Southwestern University’s strategic plan:

- *The **overarching vision** sets a broad and aggressive goal for the institution and in doing so sets the 10-year trajectory.*
- *The **strategic direction** conveys the plan’s primary focus – the academic mission – and from it flows a list of high-level priorities. These **priorities** are interrelated, and all are essential to the success of the plan. The order in which they are listed is not intended to indicate level of importance.*
- *The **three supporting strategies** and their accompanying **areas for action** indicate a significant amount of work to be carried out in the interest of the plan’s strategic direction – the academic mission. These supporting strategies are essential to enabling forward movement on the strategic direction and are aimed at laying the groundwork for achieving the overarching vision by the end of the decade.*

*We define **top-tier national liberal arts college** to mean that Southwestern University aspires to have the quality of students, level of compensation for faculty and staff, teaching loads, professional development support for faculty and staff, and faculty/student ratios and class sizes that are commensurate with those institutions that are regularly identified as being among the top liberal arts institutions in the nation.*

*Long-range **financial projections** and **budget assumptions** provide the backdrop for strategic planning and **implementation**. Such tools are developed toward the end of the planning discussions and are updated continuously over the life of the plan. They inform the development of action plans and drive decisions about timing and the orchestration of resources. These tools, developed by staff in partnership with the Budget Advisory Committee, are utilized by faculty, staff and trustees, and are shared with the councils, committees and task forces as they work to further the progress on specific components of the plan over time. These tools are not part of the strategic plan document.*

*In order to remain a relevant and viable framework for decision-making over a period of many years, a strategic plan must be viewed as a living document. It is important that the institution commit to an **assessment process**, for the purpose of measuring progress and evolving the plan as external and internal conditions change, and as new information presents itself. Southwestern is committed to assessing progress on a yearly basis. In the fifth year of the plan, there will be a mid-decade review and appropriate changes made.*

Strategic Planning Process

Southwestern University's strategic planning process began in January 2009 with the formation of a Commission on Planning and Action appointed by President Jake B. Schrum. From the outset, the Commission was committed to inviting broad-based participation at every stage of the process. The Board of Trustees, faculty members, staff, students, alumni and Board of Visitors, as well as regional leaders in business, higher education and health care, were engaged in the process through a range of activities including interviews, roundtable discussions, meetings and retreats. In February and March 2009, the Commission fine-tuned the planning process and timeline, and reviewed the results of the information-gathering processes.

The Commission conceived five subgroups in April 2009 in order to further the discussions over the summer months. Three additional subgroups were formed as themes emerged. President Schrum invited Commission members to head the subgroups, and a large number of faculty, staff, trustees, alumni and students outside of the Commission participated in these discussions.

In August 2009, the Commission on Planning and Action was briefed on the outcomes of the subgroup work, and moved ahead on the development of a preliminary planning document. On October 29, 2009, the Commission put forward a document for review and input by all Southwestern constituencies: trustees, faculty, staff, students and alumni. Each group was provided multiple opportunities to react to the first draft and to recommend changes and adjustments to the overall structure and content of the plan. These discussion sessions were well attended and the conversations were robust. The Commission also received comments and suggested rewrites from many individuals and groups. The trustees met for a two-day retreat to discuss the plan and to begin to address the financial realities embedded in some of the recommendations.

The Commission met twice in January and once in February 2010 to discuss all input and to reshape the plan in light of the information. The following document is the result of that work. The Commission on Planning and Action is pleased to submit this plan to the Southwestern University community.

The Commission on Planning and Action

The Commission on Planning and Action was charged with developing a strategic plan as a framework to provide direction for ongoing planning and decision-making for the next 10 years. To ensure the presence of multiple viewpoints throughout the planning process, the Commission members represented the major Southwestern constituencies.

Jake B. Schrum '68, President and Chair
James W. Hunt, Provost and Dean of the Faculty
Gerald D. Brody, Vice President, Student Life
Richard L. Anderson, Vice President, Fiscal Affairs
W. Joseph King '93, Vice President, Innovation, and Executive Director, NITL
Paul Gaffney, Dean of The Sarofim School of Fine Arts
Dirk Early, Associate Dean of The Brown College of Arts & Sciences
Kimele Carter, Staff Representative
Arden Baxter, Staff Representative
David Asbury, Faculty Representative
David Gaines, Faculty Representative
Suzanne Buchele, Faculty Representative
Fay Guarraci, Faculty Representative
Leah Jones '11, Student Congress Representative
Matt Hanson '10, Student Congress Representative
Robert W. Karr '71, Chair, Trustee Strategic Plan Committee
Steve A. Raben '63, President, Association of Southwestern University Alumni
Merriman Morton '63, Chair, Board of Trustees, ex officio
Ronald L. Swain, Senior Advisor to the President for Strategic Planning and Assessment
Elaine Kuttner, Principal, Cambridge Concord Associates, Planning Consultants

Southwestern University

Purpose, Values, Heritage and Commitments

Our Core Purpose

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

Our Core Values

- Cultivating academic excellence
- Promoting lifelong learning and a passion for intellectual and personal growth
- Fostering diverse perspectives
- Being true to oneself and others
- Respecting the worth and dignity of persons
- Encouraging activism in the pursuit of justice and the common good

Our Heritage

As a United Methodist institution of higher education, Southwestern's character is shaped by Wesley's famous appeal, "Let knowledge 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 and 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.

Our Commitment to Diversity

Southwestern University continues to seek ways to provide students an educational experience that reflects the wide range of human diversity of our world including, without limitation, differences in race, ethnicity, gender identity and expression, socioeconomic class, religion, political and social views, national origin, disability, age, sexual orientation and other diverse characteristics, with full respect for majority and minority people, positions and voices. This aspect of our students' education is essential to their understanding of both our own society and of global realities, and it is critical preparation for them to live well in the 21st century. Continued diversification of our institution requires attention to, or progress in, certain areas. It entails 1) continuing the development of an increasingly diverse community of students, faculty and staff; 2) enhancing the existing institutional climate so that it better embraces that diversity; and 3) offering opportunities for meaningful interaction and engaging learning experiences in diverse communities.

Our Commitment to Environmental Sustainability

The Southwestern community affirms our commitment to protect and enhance the environment through our learning, research, service and administrative operations. We seek to foster a community that sustains ecological systems and emphasizes environmental awareness, local action and global thinking. We seek to incorporate environmental principles and environmentally responsible practices as fundamental and integrated components of operations and programs. As a learning institution, we recognize that planning for sustainability will be an evolving practice. We are signatories of the Talloires Declaration and the American College & University Presidents' Climate Commitment.

Executive Summary

Shaping our Future Southwestern University Strategic Plan 2010 - 2020

Overarching Vision

Over the next decade, Southwestern University will position itself as a top-tier national liberal arts and sciences college by building upon its greatest strength – providing a transformational, residential, liberal arts and sciences education that empowers an increasingly diverse range of students to lead fulfilling lives in a global community.

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.

Supporting Strategies

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.

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.

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.

Overarching Vision

Over the next decade, Southwestern University will position itself as a top-tier national liberal arts and sciences college by building upon its greatest strength – providing a transformational, residential, liberal arts and sciences education that empowers an increasingly diverse range of students to lead fulfilling lives in a global community.

In the introduction to his comprehensive history of Southwestern University, “To Survive and Excel: The Story of Southwestern University 1840-2000,” Dr. William B. Jones, Professor *Emeritus* of History and University Historian, uses the phrase “to survive and excel” to capture the essence of Southwestern’s progress throughout the years. He points out that, for its first 100 years, Southwestern’s story was one of survival. Since 1949, however, it has been a story of “becoming an excellent institution of higher education, one that is known and respected at the national level.” As Southwestern University enters a new decade and the development and implementation of a new strategic plan, it is an institution that has proven its ability to be resilient, strong and fully ready for the challenges that will come with its continued quest for excellence. It is in this spirit and with its history of success and excellence that Southwestern embarks on an ambitious new plan shaping our future. The results of this plan will ensure an exceptional educational experience for students and recognition of the University as one of the top national liberal arts and sciences colleges in the nation.

We will achieve this overarching vision by keeping a sharp focus on what is truly important: our academic mission. Underpinning our ability to realize that mission, Southwestern University must attract and support the best faculty and staff, recruit and retain a globally aware and diverse community of bright students who are eager to embrace academic challenges, and ensure that we have the resources to support our academic enterprise. All elements of this strategic plan were developed because they are contributing factors in addressing these three important challenges.

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.

This commitment lies at the core of our institution; indeed, it informs every aspect of what we do. We aim to cultivate students who not only will go on to meaningful careers, but also will live active and engaged lives as critical thinkers and thoughtful citizens of the world. As Southwestern University's motto says, "Non quid sed quis": not who but what. We strive to provide our students with an educational experience that will allow them to mature as individuals and as scholars. In the context of an increasingly diverse community of scholars, we provide our students with the tools to learn and reflect on a range of issues in a rapidly changing world.

To preserve the ability to fulfill our core mission at the highest possible level of excellence, this strategic direction takes into account *both* the unfulfilled current needs of the University as well as possible future opportunities and innovation – a difficult balance in uncertain economic times. That said, we recognize that a number of key factors are critical to our continued success in the next decade.

Priorities:

- 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.
- 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.
- 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.

- 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.
- 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.

Supporting Strategies

*“Shaping Our Future” acknowledges the centrality of the academic mission and is designed to set priorities accordingly. The plan also acknowledges that in order to realize its academic mission and achieve the overarching vision to position itself among the top national liberal arts and sciences institutions in the country, the institution must commit to **three supporting strategies**:*

- Enhance Our Campus Experience and Residence Life
- Build Far-Reaching Visibility and Recognition
- Ensure the Financial Vitality and Overall Sustainability of the Institution

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.

Much attention is paid to campus life at Southwestern University. We recognize that the quality of a student's life on campus not only affects recruitment and retention, but also has a significant impact on his or her academic success. On a residential liberal arts and sciences campus like Southwestern, experiences must be provided for a diverse group of students. We pride ourselves on Southwestern's ability to provide students with a personally fulfilling experience in the academic realm as well as in the area of student life. This strategy calls upon us to enhance our student life program and build an enriched campus environment, including both programming and facilities.

We are approaching this strategy through two different but interrelated areas of action: (A) enhancement of campus activities and residence life, and (B) planned growth of the student body.

A. Enhancement of Campus Activities and Residence Life

As Southwestern aims to build a more vibrant, diverse and gender-balanced campus during the life of this plan, we will focus on three areas for action: athletics programs and related facilities, student activities, and residence life.

Areas for Action:

- 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.
- 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.
- 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.

B. Planned Growth of the Student Body

Carefully planned growth of the student body is a core strategy for enhancing the Southwestern campus experience and the institution overall. Increasing the number of students by a comparatively modest amount would lend energy and vitality to the campus, and can be carried out within the current facilities

and with minor adjustments to services. An increase in student diversity by gender, ethnicity and geographic area (both domestic and international) would benefit all aspects of Southwestern. It is very likely that well-orchestrated growth would contribute to our students' satisfaction and, in so doing, would strengthen student retention. Careful growth of the student body could also serve to strengthen some existing academic programs and move us toward a critical mass in some undersubscribed areas. The growth of some programs, particularly the smaller ones, could help us make headway toward the goal of ensuring that a greater proportion of our faculty is tenure track, and decreasing our reliance on part-time adjunct faculty.

It is well understood that increasing the number of students that make up our student body will eventually require additional tenure and tenure-track faculty and staff positions in order to preserve our culture of strong faculty/student relationships and our track record of quality service to students. The institution is fully committed to making that happen and such growth is embedded in the financial projections for the second half of this plan's 10-year life. The process for growing the student body will require careful monitoring and planning over time, including the ability to make mid-course adjustments.

Areas for Action:

- 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.
- 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.
- 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.

Supporting Strategies

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.

The strategy to build far-reaching visibility and recognition for Southwestern University, implemented effectively, will have a significant impact on our academic mission moving forward. Our ability to gain broad-based recognition as an academically rigorous and appropriately competitive residential liberal arts and sciences college will lead to many positive outcomes. It will affect the quality and diversity of our future student body and the level of excellence in faculty we are able to attract. For faculty, it will serve to increase professional opportunities, including consideration for grant monies and professional development, and potential for research and artistic collaborations. For students, the greater the recognition of the institution, the wider their options become for jobs and acceptance into graduate programs in excellent schools around the country. Effective efforts to increase visibility and recognition will also make a difference in the ability of the institution to grow, while ensuring that the quality of the student body stays high – and that the individual students are a good fit and will benefit from the rigorous and transformative experience they will find at Southwestern.

As indicated in the short list of action areas below, the consideration of a name change for the institution is one aspect of this strategy. There are many reasons for this recommendation, particularly in light of this plan’s focus on positioning Southwestern as a top-tier national institution focused on academic excellence, which requires our competing with many other great institutions for bright, academically talented students and exceptional faculty members from across the country.

Those who know us well recognize Southwestern as an exceptional undergraduate liberal arts and sciences institution. However, the assumption too often made, particularly by those outside of Texas who are not familiar with us, is that “Southwestern University” is a regional public institution. While not an insurmountable factor, the name of a university or college should actually be a significant positive factor in its visibility. A name that maximizes the potential of the institution helps build recognition for the scholarship offered by the school’s rigorous academic environment, helps recruit faculty and students (and their parents), attracts funding, and opens doors for students and alumni. It is not in the best interest of Southwestern for our students, faculty, staff, trustees or alumni to find themselves in a position to have to explain the University’s name – even while they are proud of their Southwestern degree and what it represents. As Southwestern engages in current planning for growth, the time is right to obtain valid market research about the University’s name and to use that research for strategic decision-making.

Areas for Action:

- 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.

- 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.
- 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.
- 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.

Supporting Strategies

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.

Our history as the first university of Texas provides a solid foundation to build upon. Our rich heritage reflects an ongoing commitment to provide an opportunity for a rigorous academic experience in a beautiful, residential college setting. We are the stewards of a great and valuable institution. While we have fared well through ups and downs in the economy over the years, we are not immune to the current economic circumstances affecting all institutions of higher education. All agree that our aspirations must match up congruently with our financial realities. Our plans must be conservative and realistic. At the same time, Southwestern University's heritage of excelling under extraordinary circumstances gives us a calling to reach for a very bright future.

Southwestern University's strategy for financial vitality and sustainability seeks to constrain the growth in tuition and fees, provide the financial aid required to meet our recruitment and diversity goals, support initiatives to enhance the quality and effectiveness of student learning and development in and out of the classroom, and weather future downturns in financial markets. The strategy also seeks to sustain the quality of the campus, human resources, and the operational infrastructure that support Southwestern's academic mission, and, more directly, to support student outcomes for learning and growth. This strategy is pursued in a comprehensive manner, through considerations of capital and operating budgets, major budget drivers, careful prioritization and resource allocation, and close integration with plans for comprehensive fundraising.

Southwestern's President and Board of Trustees are taking the lead, along with the senior staff, and all are committed to an aggressive approach to fundraising and building the endowment over the next decade.

Areas for Action:

- 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.
- 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.
- 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.

Moving Forward

While recognizing the challenges inherent in formulating ambitious plans in a difficult economic environment, Southwestern University, nevertheless, will continue to place the highest priority on several key quality indicators that characterize most premier liberal arts colleges. Specifically, Southwestern will focus on the following areas:

- When funds are available, budgetary emphasis will be placed on moving compensation for all University employees to previous nationally competitive levels.
- As the University has the ability to add to its tenure-track faculty, as well as key staff positions, every effort will be made to provide enough faculty and staff support for a larger student body.
- The University will continue to place a high priority on designating budget funds and securing gifts for faculty and staff development.

Through sustained focus and dedicated effort on these strategies, Southwestern University will emerge as one of America's premier liberal arts and sciences institutions, whose graduates are ready and willing to contribute to the well-being of humanity.