The Search for a New President
Southwestern University is seeking its 16th president to continue the remarkable progress it has made in recent years under the leadership of President Edward Burger, who in January will become the president and chief executive officer of St. David’s Foundation in Austin, Texas, one of the nation’s largest healthcare foundations focused on health and education. Dr. Dale Knobel, President Emeritus of Denison University, former Provost of Southwestern and current Southwestern trustee, will serve as interim president until July 1, 2020 when the University expects its next president to begin employment.

A selective, private national liberal arts college in Georgetown, Texas and Texas’s first university, Southwestern prides itself on providing its 1500 undergraduates with distinctive, high-impact learning designed to foster intellectual and personal growth. The University enjoys a reputation for academic excellence, for a distinctive curriculum and co-curriculum that encourages students to make connections through a special focus on incorporating perspectives from multiple disciplines and kinds of experiences, for the individual attention that the faculty and staff pay to students and for the success of its graduates. The University also brings an array of prominent speakers and cultural events to campus.

The Southwestern faculty numbers 110 full-time members (98% of whom hold a terminal degree) and 44 part-time faculty. The student to faculty ratio is a favorable 12:1. Class sizes average 19. No classes are taught by graduate assistants. Only 30 percent of classes have as many as 20 students, and fewer than one percent of classes have more than 50 students. In addition to offering a conventional sabbatical program and newly introduced competitive mid-cycle sabbaticals, Southwestern provides robust opportunities for faculty development (see southwestern.edu/faculty-dean/internal-funding/ for a detailed list).

The University is looking to its next president to provide inspiring, visionary and strategic leadership that springs from but is not limited by the current strategic goals. It is imperative that the next president understands and values the liberal arts; has a demonstrated commitment to diversity, equity, inclusive excellence and belonging; is versed in and able to address the challenges facing American higher education in general and private liberal arts colleges in particular; has the financial acumen and a clear sense of priorities that will enable the University to sustain the fiscal stability that it now enjoys; values and supports the work of a top-flight faculty and staff and is student-centered. Southwestern’s next president must also have an interest in and ability to be a very successful fundraiser; to embrace the rich heritage of the University; to form connections with the campus, the alumni, parents and Southwestern’s various external communities; and to work effectively with a dedicated and supportive 34-member Board of Trustees. Finally, the president will be charged with ensuring the success of the Southern Association of Colleges and Schools Commission on College reaccreditation scheduled for 2023.
Strengths and Recent Successes

Southwestern’s strengths are many, foremost among them being a talented faculty of teacher-scholars, an able and committed staff and a bright and motivated student body. The commitment of the faculty and the staff to ensuring the success of their students is palpable. Southwestern’s senior staff has the respect of the campus.

The Southwestern Board of Trustees is deeply dedicated to the University. In recent years, the board has revised its bylaws to facilitate recruiting of more alumni, more board members with leadership experience in business, the professions and not-for-profit organizations and more trustees who are able to support the university with significant financial commitments. The trustees are engaged with the faculty and the community to nurture best shared governance practices.

In addition, an 80-member board of visitors acts as ambassadors for Southwestern and serves in part as a pipeline for grooming and recruiting new trustees.

RECORD ENROLLMENTS

In the last six years, the University has enjoyed record enrollments, with the five largest, most diverse and academically talented classes in the University’s history. Approximately 40% of the fall 2019 incoming class are from underrepresented groups (Hispanic: 24%; Black: 5%; two or more races: 4%; Asian: 3%; unknown: 1%; and international: 1%). Seventeen percent are first generation. Eighty-eight percent are from Texas. The remaining students come from 34 states and 14 countries. More than one-third were ranked in the top 10% of their high-school classes. Their middle 50% SAT score was 1150–1310, and their middle 50% ACT score was 23–29.
SUCCESSFUL FUNDRAISING

Fundraising too has been at an all-time high. In June, the University will complete the third year of the most ambitious comprehensive campaign in its history, with an anticipated $85 million+ in new gifts and pledges secured. To date, the campaign has funded twelve new named chairs and professorships that have been awarded to Southwestern faculty, hundreds of new scholarships and high impact experiences for students, a substantial expansion to the Center for Career and Professional Development, philanthropic funding for the Mosaic program and Residential Life Experience, and multiple capital renovation projects across campus.

Not included in the campaign total is an additional cash gift of $15 million to the endowment from life trustee Jack Garey in honor of his late wife, Camille, in support of academic programming, financial aid and other priorities, including funding to underwrite high-impact experiences for thirty-two Garey Scholars in their sophomore and junior years; up to eight annual mid-cycle sabbatical semesters for tenured faculty; need-based financial assistance for students and five endowed chairs in the natural sciences. In honor of this gift, Southwestern named the Jack and Camille Garey School of Natural Sciences in the Gareys’ honor.

Alumni participation too has increased in recent years from 20% to 26% last year.

The University will await the arrival of the next president before launching the public phase of the campaign.

STABLE FINANCES

Southwestern today enjoys a balanced budget and is in a strong financial position. The endowment as of October 31, 2019 was $300 million.

Southwestern has developed a ten-year financial model that projects operating income, cash flow and cash reserves based on a number of variables. The University is currently evaluating the potential benefits of strategically increasing enrollments over time beyond the currently budgeted 1420 annual FTEs to be achieved by improving retention, enrolling additional students and by expanding recruitment areas and adding appropriate staff in admissions and financial aid. A larger enrollment would enable the University to continue to add new faculty and staff positions. To accommodate additional students, the University would also need to build new residential space for upper division students.

THE CAMPUS

The campus is noted for its beauty.

The 150-acre academic campus is an attractive blend of historic buildings and modern cutting-edge glass buildings. All feature native limestone, creating a sense of continuity. In the last few years, the University has completed a $40 million renovation of and addition to Fondren-Jones Science Center. This state-of-the-art facility has 107,000 square feet, nearly double the size of the previous science building. It supports active and collaborative learning as well as research by both faculty and students. It also includes study spaces and a state-of-the-art $500,000 nuclear magnetic resonance imaging instrument. The Alma Thomas Fine Arts Center, which houses the Sarofim School of Fine Arts, is a world-class arts education facility where students work closely with award-winning faculty to produce professional stage productions, perform musical recitals, and exhibit their original artwork. The academic campus also includes a campus observatory and a community garden. The Wilhelmina Cullen Welcome Center and the Prothro Center for Lifelong Learning are both LEED-certified.

Southwestern owns 550 acres immediately east of its campus, which is suitable for development, perhaps as a public/private mixed-use retail/residential complex and/or a research and development area. The University intends to continue to own this property and to share in any revenues it generates.
LOCATION
Southwestern’s location is a plus. Georgetown is a city of almost 75,000 and is reputed to have the most beautiful town square in Texas. Georgetown is part of the Austin metropolitan area. Austin's city limits are a twenty-minute drive to the south on Interstate 35. Downtown Austin, home to the University of Texas and several other public and private colleges and universities, is less than thirty miles away. In recent years, Austin has experienced strong economic growth and has become a global technology hub. Austin has attracted organizations as diverse as consumer technology, cloud computing, biotechnology and the arts. The city hosts the internationally known Austin City Limits as well as South by Southwest, a collection of film, music and interactive media conferences and festivals. Austin also has an array of excellent restaurants and is one of the nation’s few cities of its size with an established symphony, ballet and opera.

Southwestern’s location is a positive in other important ways. In contrast to the national demographic trends, Southwestern draws more than 80% of its students from a growth market. At the same time, aware that colleges from all over the country are beginning to recruit in these areas in preparation for the next demographic decline in college age students beginning in 2025, Southwestern has achieved some early success recruiting students from California, Arizona, the Pacific Northwest and Colorado and is now also focusing on recruiting in Chicago, St. Louis and Nashville. Given Mexico’s proximity to Texas and the strong economic relationship between Texas and Mexico, the University has initiated efforts to recruit students from Mexico.

REPUTATION
The University is committed to creating more awareness regionally and nationally of Southwestern's strengths and distinctive interdisciplinary approach to an undergraduate liberal arts education. To that end, Southwestern has recently begun to increase its market penetration with the addition of a marketing and communications unit that has redone the website, created branding standards and implemented marketing strategies that have successfully enhanced recruitment.

TUITION
The 2019-2020 tuition and fees total $43,560. Of the students enrolled for the fall 2018 semester, 98% received financial aid from Southwestern.

SUSTAINABILITY
Southwestern offers students both an interdisciplinary major and minor in environmental studies. In addition to its two LEED certified buildings, Southwestern was the second university in Texas to sign the Talloires Declaration, a formal commitment to sustainability in higher education. In 2009, Southwestern also signed the College and University Presidents Climate Commitment. In addition, Southwestern was the first university in Texas to change to 100% wind energy.
Southwestern’s distinctive program in the following ways:

- Students engage in self-directed connections within all courses, across their majors, between disciplines, and in relation to both in- and out-of-classroom experiences, such as community-engaged learning, intercultural learning, internships, student-faculty research, advanced language proficiency and student-directed creative projects.

- Paideia is about connections, bringing together multiple perspectives from different disciplines. Over time, it develops a student’s ability to think critically, to make connections across different ways of knowing and to create innovative solutions to complex problems.

- Students graduate with a cultivated curiosity and desire to learn, explore and create change.

Students who choose a more intensive Paideia path that includes elements above and beyond the graduation requirements for all students will achieve Paideia with Distinction.

The three prongs of Southwestern’s new and distinctive general education curriculum further promote exploration, breadth and student agency. The faculty worked collaboratively in 2016 to create this new curriculum and implemented it in 2017 with great success. In fact, 822 of 967 returning students in Fall 2017 chose to fulfill the new requirements rather than the existing ones.

1. **General education courses** expose students to new questions, ideas and approaches to problem-solving, writing and analysis. The requirements are flexible, giving students—in collaboration with their advisors—the opportunity to chart their own academic course. Specifically, students take at least one course in each of the four main areas: Humanities, Fine Arts, Social Sciences and Natural Sciences. Students then "double up" and take another course in two of the above areas. All first-year students take a four-credit seminar during
the fall semester that introduces them to academic resources and the University’s expectations. Students must also take at least one course focused on social justice, and demonstrate foreign language proficiency with a three-semester foreign-language requirement.

2. All students select a major focused on developing critical twenty-first century skills while delving more deeply into one discipline. Southwestern’s Brown College of Arts and Sciences, the Garey School of Natural Sciences and its Sarofim School of Fine Arts offer bachelor of arts, bachelor of science, bachelor of music, bachelor of fine arts, and bachelor of science in education degrees. Southwestern offers 40 majors and 36 minors. Majors include Anthropology, Applied Physics, Art (Studio), Art History, Biochemistry, Biology, Business, Chemistry, Classics, Communication Studies, Computational Mathematics, Computer Science, Economics, Education, English, Environmental Studies, Feminist Studies, Financial Economics, French, German, Greek, History, International Studies, Kinesiology, Latin, Latin American Studies, Mathematics, Music, Philosophy, Physics, Political Science, Psychology, Religion, Sociology, Spanish and Theatre.

3. Elective credits promote student agency and allow students to tailor their education to their own interests, whether they be study abroad, internships, a second major, a disciplinary or interdisciplinary minor.

HIGH-IMPACT EXPERIENCES
Southwestern emphasizes providing its students with high-impact experiences, immersive opportunities that position graduates for active, meaningful lives of engagement and achievement. The faculty is committed to inquiry-based learning that creates a more active classroom with fewer lectures and more hands-on engagement. Co-curricular opportunities include internships, community-engaged learning, study abroad and study away. Students also engage in research, in collaboration with members of the faculty and their peers, in the natural sciences, arts, humanities and social sciences. Each year, Southwestern reserves the second Tuesday in April for the Research and Creative Works Symposium, a daylong celebration of the work of students, faculty and staff. Southwestern aims to provide an opportunity for everyone to engage in conversations on thought-provoking topics and to question their own perspectives. Students regularly present at professional conferences and sometimes coauthor publications.

MOSAIC
Mosaic is Southwestern’s cocurricular approach that encourages students to engage mindfully in experiences outside of the classroom, reflect on those experiences, and articulate the meaning and value of their experiences to others. Mosaic supports learning wherever it takes place, including the spaces where students live. Specifically, Mosaic seeks to have students accomplish the following:

- Make meaning of the academic experience
- Develop 21st-century skills
- Shape identity
- Construct a well-managed life
- Contribute as a global citizen

THE RESIDENTIAL EXPERIENCE
Utilizing the Mosaic five areas of development, the Residential Experience, launched this fall, seeks to transform on-campus living by raising the intellectual climate in the residence halls and challenging and supporting students in holistic development. The Residential Experience supports and encourages student growth by providing intentionally sequenced programs and activities that address a range of important common needs and developmental challenges that students face throughout their college journey, from first year through graduation. As a result, students living on campus have consistent and easy access to support, resources, and meaningful education both in and out of the classroom.
The Student Experience

Slightly more than three quarters of students live on campus even though students can move off campus once they have achieved junior status. Currently, students are required to live in a residence hall during their first two years although many choose to continue living on-campus during their junior and senior years. Southwestern has more than 100 student organizations, ranging from scholastic and honorary societies to student government, sororities and fraternities, special-interest groups and departmental organizations. More than 70% of Southwestern’s students volunteer on campus or participate in service activities in the community. In the 2018–2019 academic year, students gave more than 9,500 service hours annually at more than 100 local nonprofits and agencies. Nearly one-third of students study abroad. A London experience is available each fall, along with summer programs in locations such as Argentina, Costa Rica, Perú and Spain. Students have access to universities around the world through the International Student Exchange Program. Southwestern also offers opportunities for semesters in New York City (arts) and Washington, DC (politics), as well as internships, both domestic and abroad.

Southwestern’s Alumni Council focuses in part on increasing the availability of internships and high impact experiences to students through its broad alumni network.

ATHLETICS

More than 32% of students participate in intercollegiate athletics. Southwestern competes in 20 varsity sports and is a member of the NCAA Division III Southern Collegiate Athletic Conference (with the exception of football, which is a member of the American Southwest Conference). Southwestern Pirates compete in basketball, cross country, golf, lacrosse, soccer, swimming, tennis, track and field, men’s baseball and football, and women’s volleyball and softball, and have celebrated multiple conference championships in recent years.

Southwestern students also participate in 18 intramural sports and three club sports: SU Cheerleaders, SU Dancers and rock climbing. Intramural sports include dodgeball, flag football and basketball, to name a few.
SORORITIES AND FRATERNITIES
Southwestern is home to six national sororities, four national fraternities and a chapter of the National Association of Latino Fraternal Organizations (NALFO). The Greek community has nearly 500 members—approximately one-third of the university’s student population.

Men’s Interfraternity Council and National Panhellenic Conference practice deferred recruitment, which takes place in January. NALFO normally holds open rush at the beginning of the fall and spring semesters. Southwestern’s six sororities are located in the residence halls. All four fraternities provide family-style living in houses located on campus.

LIFE AFTER SOUTHWESTERN
Southwestern’s Center for Career and Professional Development employs a highly personalized student-centered approach to professional development. The Center’s services include internships and externships; career advising; graduate- and professional-school resources; personality or interest assessments; interview preparation and résumé building; dress-for-success and dining etiquette workshops; job fairs; networking and customized connections with employers. This boutique model leverages the University’s Career Community network of engaged alumni to help current students find career direction while enhancing the skills they need for both personal and professional success. The Princeton Review rated Southwestern #1 in Texas and #6 in the nation for Best Career Services.

Southwestern has a long and valued tradition of developing strong personal relationships between students and faculty that often extend well beyond a student’s years at Southwestern.
History, Mission, Vision, and Strategic Goals

Founded in 1840 as the first institution of higher learning in the state of Texas, the University maintains a historical affiliation with the United Methodist Church. Some trustees, while nominated by the Board of Trustees, are formally elected by the five annual conferences of the United Methodist Church that are located in Texas. Neither the university nor any of its assets, however, are owned or controlled by the United Methodist Church. In addition, same-sex weddings may be performed in the University’s chapel by ordained religious leaders of any faith who are permitted by their faith communities to perform such weddings or by judges or other public officials if approved by the University.
MISSION STATEMENT
Southwestern University, under the auspices of the United Methodist Church, is committed to undergraduate liberal education involving both the study of and participation in significant aspects of our cultural heritage, expressed primarily through the arts, the sciences, the Institutions and the professions of society. As a teaching-learning community, Southwestern encourages rigorous inquiry and scholarship, creative teaching and the expression of free human life. The University seeks to involve the student in finding a personal and social direction for life, developing more sensitive methods of communication, cultivating those qualities and skills which make for personal and professional effectiveness, and learning to think clearly and make relevant judgments and discriminations.

CORE PURPOSE
Southwestern’s core purpose is to foster a liberal arts community whose values and actions encourage contributions toward the well-being of humanity. Its core values include 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 and encouraging activism in the pursuit of justice and the common good.

VISION
Southwestern University is a leader in innovative undergraduate education, offering life-enriching residential liberal arts and sciences experiences for talented individuals who share a passion for intellectual exploration, engagement and growth. Discovery and creation are intentionally fostered throughout a diverse and inclusive community of students, faculty, staff and alumni, empowering all to advance research, scholarship and the creative arts and to lead fulfilling lives that contribute to the well-being of humanity.

STRATEGIC GOALS
In recent years, Southwestern has been guided by the following strategic goals:

- **Goal 1:** Enroll and retain students who have significant potential for academic excellence.
- **Goal 2:** Foster the highest standards of scholarship, academic quality, and differentiated educational and co-curricular experiences focused on thinking, creating, and connecting.
- **Goal 3:** Cultivate the culture and practices among faculty and staff necessary to sustain institutional excellence and a community focused on student success.
- **Goal 4:** Continue to develop and implement a sustainable financial model that reflects the new realities for higher education generally and for liberal arts institutions specifically.

A more detailed list of the institutional objectives for each goal can be found at southwestern.edu/vision-strategic-plan-goals.

RANKINGS
Southwestern has been ranked well by various publications. A list of rankings can be found at southwestern.edu/rankings.
DIVERSIFYING THE FACULTY AND STAFF

Like many colleges and universities in this country, Southwestern has long sought to diversify its faculty and staff. This has become even more of a campus imperative as the student body has become more diverse. The University is also mindful of the significant current and projected changes to Texas’s demographics and the opportunities these changes present. For example, by 2022, Hispanics are expected to become the largest group in the state. Moreover, although the number of Hispanics has grown the most, the Asian community in Texas is the fastest growing.

To accomplish the goal of building faculty and staff that reflects its community, the University provides all hiring committees with implicit bias training. In collaboration with Millsaps College and Hendrix College, and supported by the Associated Colleges of the South, Southwestern faculty of color have created FOCUS (Faculty of Color Uniting for Success) to help colleagues succeed within their colleges and also to seek to create more inclusive policies and campuses. Recently, the Dean of the Faculty introduced "opportunity hires" for the faculty.

CREATING A CULTURE OF INCLUSIVE EXCELLENCE AND BELONGING FOR ALL MEMBERS OF THE CAMPUS COMMUNITY

Over the last decade, the University has introduced a variety of new initiatives designed to foster a culture of inclusive excellence, one that is welcoming and encourages belonging for all members of the community. In 2016 Southwestern received a $500,000 grant from the Andrew W. Mellon Foundation, Creating a Shared Culture of Inclusive Pedagogy. The Office of Diversity Education (ODE) works to promote diversity, inclusion, equity, belonging, peace building and social justice initiatives on campus. The ODE also provides resources and supports the continued development of a positive campus climate. The Coalition for Diversity and Social Justice serves as an umbrella organization for ten student organizations that promote and celebrate diversity.

Southwestern has also advanced a variety of programs and initiatives. A few examples follow:

- In 2010, the University opened the Cross Cultural Center.
- Beginning in 2010, ODE began facilitating a module on Diversity, Identity and Self-awareness for the first-year and advanced entry seminars.
- In 2011, ODE worked with the student organization Latinos Unidos and the Office of Alumni and Parent Relations to develop Spanish-language materials for Parent Orientation, funded by the Diversity Enrichment Committee.
- The Diversity Enrichment Committee inspired a requirement in social justice as well as a Race and Ethnicity Minor.
- The University sponsors a Multicultural Recognition Ceremony to recognize students who have worked for numerous years on diversity and social justice causes for the campus community and Lavender Graduation to recognize the contributions and achievements of Marginalized Orientations, Gender Alignments and Intersex (MOGAI) and Ally students.
- Southwestern offers training on a variety of topics intended to foster diversity and a welcoming environment.

Even with these initiatives, there is an expressed desire among students, staff, faculty and the board for an even greater commitment to diversifying the faculty and staff and to creating a more welcoming and inclusive environment for people of color and for LGBTQAI+ people.
RETENTION
Despite the quality of its enrolling students, Southwestern graduates 68% of its students within four years and 69% in six years, percentages lower than that at the University’s peer and aspirant groups. Currently 86% of first year students return for the second year. Thus, as mentioned earlier, improving retention is a major strategic priority. Specifically, Southwestern’s goals include increasing first- to second-year retention to 88% in five years and first-to-third-year retention rate to 85% in ten years. The University additionally seeks to achieve a six-year graduation rate of 75% in five years and a four- year graduation rate of 75% in ten years. To help achieve these goals, the University recently hired a Director of Advising and Retention and has begun to identify risk factors for retention as well as factors that enhance retention. For example, some of the highest predictors of retention include majoring in the Humanities, belonging to a Greek organization, and living on campus for at least three years. In light of the importance to living on campus to retention, the University is considering increasing the residency requirement from two to three years beginning with students entering in 2020. This shift would better align Southwestern with its peer and aspirant institutions and the other institutions in the Associated Colleges of the South. In addition, the cost of housing in Georgetown has increased to the point where the costs of living on campus and living off campus may be comparable.

SHARED GOVERNANCE
There has been some confusion in recent years on campus about how shared governance is best practiced among and between members of the faculty, the administration and the board. There is heightened interest on the part of the campus community and the board in creating a better understanding of shared governance in the context of the University’s bylaws and national best practices. There is also a commitment on the part of many at Southwestern to achieve enhanced collaboration and constructive engagement among all groups. The next president will play an important role in fostering a strong culture of trust, open communication and effective collaboration between all members of the campus community.

RESOURCES
In 2013, Southwestern began to successfully address earlier financial challenges by undertaking a series of initiatives to reduce costs in order to create the balanced budget and long-term financial stability that Southwestern currently enjoys. For the budget model to work long-term, the University will need to successfully complete the comprehensive campaign in order to incrementally increase the annual support to the operating budget from the endowment while potentially reducing the endowment spend rate from its current 5%. In the last year, as noted earlier, the University also successfully reduced its tuition discount for first-year students from 61% to 59%, again while enjoying banner enrollments and sustaining quality. Reducing the discount rate further will continue to be an important goal. Regular term net tuition revenue for Southwestern increased by 6.0% for the fiscal year ending June 30, 2019, to $24.35 million compared to the prior year’s $22.97 million.

While being mindful of the need always to maintain balanced budgets, Southwestern is now seeking to add some faculty positions that were previously left unfilled and to invest significantly in the physical plant, in terms of both new facilities and deferred maintenance. It will be the responsibility of the new president to oversee these expenditures with judgment and discipline.
Opportunities for the Next President

- Refine the goals of the public phase of the comprehensive campaign.

- Make diversity, equity, inclusive excellence and belonging both core values and a strategic advantage for the University.

- Prioritize and perhaps refine the current strategic imperatives. For example, Southwestern will need to determine its “right size” and its subsequent facilities needs.

- In collaboration with the campus community, develop strategies for improving retention, potentially increasing the size of the student body and attracting more students from outside Texas.

- In collaboration with the campus community and the Board of Trustees, finalize a new campus masterplan.

- In collaboration with the senior team and pertinent trustees, recommend to the Board of Trustees the best use of University land adjacent to the academic campus.

- Working with the faculty and the trustees, create an understanding of and implement the best practices of shared governance.

- Continue the work to expand greater recognition nationally and internationally for Southwestern.

- Increase the philanthropy of an already-committed alumni population.
Attributes Southwestern Desires in its Next President

- Understands, values and is able to inspire support for a liberal arts education in general and for Southwestern in particular among prospective students and parents, alumni, potential donors and members of the broader local, regional and national communities.

- Has successful experience in strategic thinking and planning in order both to take advantages of Southwestern’s strengths (including the demographics of traditional college-age students in promising recruiting areas) while addressing the likelihood that the current economic model of high tuition/high tuition discount is not likely to be sustainable over time. In short, the next president will need to understand the external and internal pressures that Southwestern inevitably will face and, after listening carefully to the campus community, provide decisive and effective leadership.

- Has a demonstrated commitment to diversity, equity, inclusive excellence and belonging with an emphasis on diversifying all university constituencies, including the Board of Trustees, faculty and staff, and creating a welcoming environment for all members of the campus community.

- Has financial acumen that enables the next president to both set financial goals and then ably oversee the University’s use of both its financial and human resources.

- Has the interest and ability to be an effective fundraiser.

- Appreciates the texture and complexities of a liberal arts college. In particular:
  - Understands and values the work of the faculty as teachers, scholars/artists and performers, and as University citizens and be committed to the best practices of shared governance.
  - Understands and values the work of all members of the staff in their various roles.
  - Genuinely enjoys interacting with students and understands that providing them with an education of genuine excellence is and must be the president’s priority.
  - Works effectively with the Board of Trustees, enabling trustees to focus on institutional strategy, policy, the future and the significant rather than tactics, operations, the immediate and the routine.
  - Provides leadership and direction to a talented senior team while delegating appropriately.

- Models and promotes trust-building and constructive engagement on the part of all members of the Southwestern campus community.

- Is committed to working collaboratively with various campus constituencies but also able to make informed and timely decisions about matters of institutional significance.

*Experience as a student, a faculty member, an administrator or a trustee at a national liberal arts college would be highly desirable. A terminal degree is preferred.*
The Southwestern University Presidential Search Advisory Committee will be accepting nominations and evaluating application materials throughout December 2019 and most of January 2020. Although applications will be accepted until the time that a new president is selected, candidates should submit materials by 5 p.m. CST on Sunday, January 26 for most favorable consideration. Final selection will be made early in March, and the new president will be invited to begin work on or about July 1, 2020.

Application materials should be addressed to the Presidential Search Advisory Committee and include 1) a letter that responds to this search profile and particularly to the “Attributes Southwestern Desires in Its Next President,” 2) a complete curriculum vitae or resume, and 3) the names and contact information (phone and email) for three references, none of whom will be contacted until a later stage of the search nor without the candidate’s formal permission.

Applications should be submitted electronically to SUPres@tbcsearchconsulting.com

Dr. Thomas B. Courtice is assisting with this search.

Nominators and prospective candidates may contact him in full confidence at tom.courtice@gmail.com or at 614-395-6631.

Southwestern University’s recruitment and admission of students, awarding of financial aid and operation of programs and facilities are without regard to sex, race, color, religion, age, disability, national or ethnic origin, sexual orientation, gender identity/transgender status, or any other impermissible factor. Southwestern University is also committed to compliance with Title IX of the Education Amendments of 1972, which prohibits sex discrimination in federally funded education programs and activities, including sexual misconduct.