



SOUTHWESTERN UNIVERSITY

2021-2026 Tactical Plan

The Tactical Planning Task Force is pleased to present to the Southwestern Community the 2021-2026 Tactical Plan. The Tactical Plan reflects the Mission, Core Values, and most visionary expression of Southwestern University's institutional priorities: offering the highest level of a liberal arts education for our students; embracing equity, inclusion, and diversity; and envisioning a superb living and learning environment.

BACKGROUND

The Tactical Planning Task Force (TPTF) was formed in September 2020 and is Co-Chaired by President Laura Skandera Trombley and Strategic Planning Committee Chair Bob Bednar. The Task Force includes members of the Strategic Planning Committee as well as representatives from the faculty, staff, administration, students, trustees, and alumni. The members of the Task Force are listed below:

CO-CHAIRS:

Laura Skandera Trombley, President
Bob Bednar, Chair of the Strategic Planning Committee (SPC)
and Humanities Faculty Representative to SPC

MEMBERS AND ROLES:

Sherry Adrian, Social Sciences Faculty Representative to SPC (Fall 2020)
Gage Bausman, Student Government Association Student Representative to SPC (Fall 2020)
Kalli Caldwell, Student Government Association Student Representative to SPC (Spring 2021)
Craig Erwin, Vice President for Finance & Administration (ex officio)
Lois Ferrari, Fine Arts Faculty Representative to SPC
Alisa Gaunder, Dean of the Faculty (ex officio)
Kellie Henderson, Coalition for Diversity & Social Justice Student Representative
Alison Marr, Natural Sciences Representative to SPC
Kendall Richards, Associate Dean of the Faculty (ex officio; voice, no vote)
Heath Roberie, Financial Planning & Analysis Manager (ex officio; voice, no vote)
Andy Ross, Social Sciences Faculty Representative to SPC (Spring 2021)
Paul Secord, Vice President for University Relations (ex officio)
Jennifer Smull, Academic Support Staff Representative to SPC
Ronnye Vargas Stidvent, Board of Trustees Representative
Derek Timourian, Student Life Staff Representative to SPC
Natasha Williams, Director of Institutional Research & Effectiveness (ex officio; voice, no vote)
Miguel Zorrilla, Alumni Council Representative

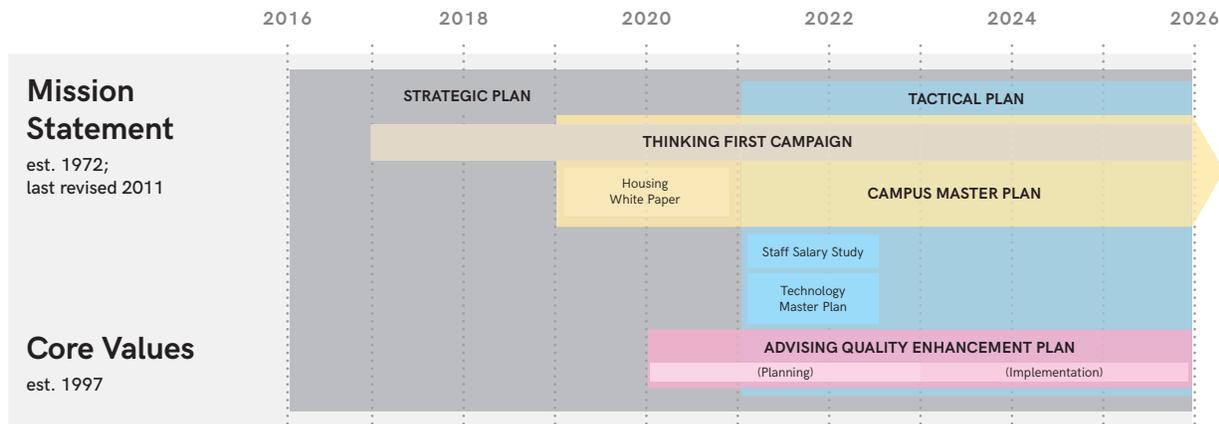
PROCESS

The Task Force has met on a weekly basis throughout the year with two additional 4-hour retreats. As part of the Task Force's process, all areas of the University were examined and decisions were made about which critical initiatives were of central importance for the health, growth, quality, and inclusiveness of Southwestern. In preparing the Tactical Plan, we received recommendations that would not require

resources, recommendations that would require minor resources, and recommendations that would require major commitments of resources. As Southwestern enters into this five-year plan, starting July 1, 2021, we will do so with a culture of transparency and fiscal responsibility, while we recognize that our success will also be driven by external economic factors. In designing the Tactical Plan, financial modeling has included projections about student body size, retention, capital project costs, and program costs. After receiving feedback about this draft of the Plan from faculty, staff, students, and trustees in March and early April, TPTF is forwarding the plan for approval to the Board of Trustees at its meeting in mid-April.

PURPOSE OF THE TACTICAL PLAN

The timing of this endeavor was deliberate, first to review our progress to date under the Strategic Plan (effective 2016) and the “Thinking First” campaign document (effective 2017), the Campus Master Plan (effective 2020), the student residential white paper (effective 2020), and additional planning documents to determine their alignment and complementarity, and second to chart our path forward as a University. The process has revealed that there is great consistency within the aforementioned documents, keeping in mind the staggered chronology of their development, showing that the tactical planning process has greatly benefitted from the University’s planning processes to date while it also builds off of them (See below).



The purpose of the Tactical Plan is to align and concretize all current institutional plans while also targeting specific initiatives that we believe are crucial to achieve over the next 5 years as we work to realize Southwestern University’s visionary potential as a distinctive liberal arts institution focused on serving our students, staff, faculty, and alumni as well as our ever-widening communities. The preceding plans will still continue to govern our actions, but the 5-year Tactical Plan identifies the goals, objectives, purposes, and priorities of Southwestern University taken from those documents as well as from the nearly 300 separate proposals and suggestions made by the campus community over the course of this year. The outcome is that the Strategic Plan, Tactical Plan, the “Thinking First” campaign document, and the Campus Master Plan will be aligned in their goals.

The priorities contained within the Tactical Plan are interrelated, central, and strategic. The Tactical Plan identifies the necessary resources for achieving these priorities in a way that takes into consideration the University’s current budgetary environment, realistic expectations of fundraising, and reasonable projections of endowment earnings. In addition to the funding priorities of the plan, including staffing priorities, we also present programmatic or policy priorities that do not require funding to initiate. The Tactical Plan will be funded through these three channels: an adherence to meeting budgeted targets to generate an annual surplus, including a regular review of the operational budget to ensure best practice and control costs; debt service for capital costs; and philanthropy. Southwestern thrives as a result of the many programs that are currently in operation, and the Task Force is in agreement that any current or future programs funded through philanthropy would be reviewed prior to applying for either additional philanthropic support or becoming part of the operational budget. A generous gift of \$500,000 will be distributed to line items in the Tactical Plan for its commencement on July 1, 2021, and the University is most appreciative that the Plan will begin with some funding already committed.

Tactical Plan 2021-2026

The 2021-2026 Tactical Plan reflects the mission of Southwestern University as well as our institutional values, and outlines our institutional commitment to pursue a number of tactics that target 5 Central Priority Areas:

DIBE: Building and sustaining a culture of Diversity, Inclusion, Belonging, and Equity (DIBE) for students, faculty, staff, administration, alumni, and trustees to emphasize our commitment and identity as an institution. 17 of the 36 Tactics target this Priority Area.

Retention: Reinforcing our commitment to student success by focusing on strategically recruiting, providing access, and retaining a diverse, talented, and committed student body that values our distinctive identity, and who feel that they belong at Southwestern and will remain connected as alumni. 14 of the 36 Tactics target this Priority Area.

Program Development: Sustaining, developing, and integrating curricular and co-curricular programs central to Southwestern's distinctive identity—especially Paideia, Mosaic, the Residential Experience, Center for Career and Professional Development, and on-campus and off-campus High Impact Experiences (HIEs)—to best serve our students while clearly demonstrating our unique liberal arts emphasis on educating the whole person. 15 of the 36 Tactics target this Priority Area.

Physical and Technological Infrastructure: Creating and maintaining an appealing and sustainable campus infrastructure that aligns with the Strategic Plan and Campus Facilities Master Plan and supports other Tactical Planning priorities around Retention, DIBE, and Program Development—especially in our recent commitment to a 3-year residency requirement. 4 of the 36 Tactics target this Priority Area.

Competitive Compensation: Ensuring that compensation for faculty, staff, and student employees is appropriate and reflects national and regional cohort groups and salary studies. 4 of the 36 Tactics target this Priority Area.

Of these five Priority Areas, the top two are most urgent: DIBE and Retention. The Task Force has come to believe that if we are to thrive as an institution and serve as an inspiration to other liberal arts institutions, it will be because we know who we are and because we are focused on taking care of the people and things we have while critically examining how we can be more inclusive at every level so that we recruit and retain a much more diverse range of students, faculty, staff, and administrators who want to belong and thrive here and really feel that they do belong here. Everything else here is articulated in service of those two highest priorities.

The Tactics are organized into 3 Categories:

1. **Funding Priorities**: Tactics we are committing to funding and implementing through the operational budget, targeted fundraising, debt service, and auxiliary revenues.
2. **Staffing Priorities**: Identified new staff positions we are committing to funding and implementing through the operational budget, targeted fundraising, debt service, and auxiliary revenues.
3. **Programmatic and Policy Priorities**: Tactics that support the identified 5 Central Priority Areas but do not require funding to initiate; these are priorities that can either be achieved within current budgetary constraints or would require additional research to determine costs.

Within each Category, the Tactics are not ranked in any particular hierarchy of value, but they are given a unique number (e.g., Tactic 2c) to make it easier to work with the document over time.

Category 1: Funding Priorities

TACTIC	ACTION/METRIC	TARGETED PRIORITIES	ADMINISTRATIVE RESPONSIBILITY	PROJECTED ANNUAL COST/ONE-TIME COST	FUNDED AS % OF PROJECTED
1.1 Decrease Student indebtedness overall, an offshoot of which will be narrowing the gap between tuition increases and financial aid	Remain below the current national average (\$33,700) for student debt; maintain and continue to reduce the current \$31,832 SU average for total indebtedness; need-based student scholarship amounts	Retention; Diversity, Inclusion, Belonging, & Equity (DIBE). SP (Strategic Plan) Objectives 1.1- 1.5, 3.1, 4.3	Strategic Recruitment & Enrollment; University Relations; Finance & Administration	Minimum annual cost of \$100,000 per year in need-based scholarships	Funded to date: \$400,000
1.2 Increase funding and improve advising to ensure that all students have access to two High Impact Experiences (HIEs): Study Away/Abroad, Paid and Unpaid Internships, Faculty-Student Research, Community Engaged Learning	After analyzing existing patterns more fully and determining costs, enhance funding/access and guidance of students to HIEs, to increase from 2020-21 totals—86% of graduating students have 1 HIE and 42% 2, to 100% of graduating students having 2 HIEs	Program Development; Retention. SP Objectives 2.1, 2.4	Academic Affairs; Student Life; University Relations	Annual Cost: Costs to be determined after review and analysis	
1.3 Develop a new academic advising program that starts with 1st-year professional advisors and transitions to faculty/staff advisors	Hire six professional 1st-year advisors and provide program support	Retention; Program Development. SP Objectives 1.2, 1.3. Quality Enhancement Program (QEP)	Academic Affairs	\$2 million over five years	100% funded over five years
1.4 Provide material and professional development funding for advisors in support of the Advising Quality Enhancement Program (QEP)	Develop a more proactive advising program that trains both professional advisors and faculty/staff academic advisors, including a new Student Relationship Management system	Retention. SP Objectives 1.2, 1.3, 3.1. Quality Enhancement Program (QEP)	Academic Affairs	One-time cost for Student Relationship Management Software for a five- year license: \$500,000; annual cost for programming: \$10,000	100% funded over five years
1.5 Develop Inclusive teaching certificate program	Support up to 8 faculty per year in the inclusive teaching certificate program housed in the Center for Teaching, Learning, and Scholarship (CTL) and led by the new diversity and inclusive pedagogy specialist (see Tactic 2.4)	DIBE. SP Objectives 2.5, 3.1, 4.3	Academic Affairs; University Relations	Annual Cost: \$10,000	
1.6 Fund student and faculty research to document Southwestern's commitment to a more inclusive University history	Encourage ongoing documentation projects and develop new ones; establish a document archive as well as a web-based history; develop a Land Acknowledgement Statement; apply for foundation support for larger-scale collective memory projects	DIBE. SP Objectives 2.5, 3.1, 4.3	Academic Affairs; University Relations; Marketing & Communications	Annual cost: \$10,000 for student stipends and a one-time \$5,000 equipment cost; other costs TBD	

Category 1: Funding Priorities (continued)

TACTIC	ACTION/METRIC	TARGETED PRIORITIES	ADMINISTRATIVE RESPONSIBILITY	PROJECTED ANNUAL COST/ONE-TIME COST	FUNDED AS % OF PROJECTED
1.7 Fund initiatives in the Campus Master Plan designed to create a vibrant campus experience; there is great student interest in some amenities coming on line in the near-term	Build student life amenities such as an outdoor pool, outdoor basketball court, outdoor art studio, outdoor amphitheater for films, concerts	Infrastructure; Retention. SP Objectives 1.2, 1.3, 2.4, 3.1. Campus Master Plan; Housing White Paper	Student Life; University Relations; Finance & Administration	Capital costs TBD depending upon the projects selected	
1.8 Create a more robust student training and employment program	Analyze current wage structure and make appropriate increases to student wages through benchmarking positions with Associated Colleges of the South (ACS) Consortium; review and strengthen student employment hiring and training programs	Retention; DIBE. SP Objectives 2.4, 3.1, 3.4	Student Life; Finance & Administration	Annual Cost TBD; inquiry sent to ACS; additional research needed	
1.9 Institutionalize Mosaic	Secure more permanent funding (two more years of "soft funding" available)	Retention; Program Development. SP Objective 2.4	Student Life; University Relations	Fundraising will continue with the intention of building an endowment	100% currently through gift funds
1.10 Develop a Technology Master Plan to update technological infrastructure, classroom tech, university-wide software, and department-specific software	Hire consultant and develop the IT Master Plan; IT Master Plan will include a review of current infrastructure and software purchases, such as advising software, and system redundancy	Infrastructure. SP Objectives 1.2, 1.3, 4.4.	Senior Staff; Academic Affairs, Finance & Administration	One-Time Cost for consultant TBD; one-time and ongoing costs for additional hardware and software TBD	100% for consultant
1.11 Provide more opportunities for staff to enhance their professional skills portfolios	Establish Staff Steering continuing education budget	Program Development. SP Objective 3.1	President's Office	Annual cost: \$5,000 to begin with (expect to increase funding as program develops)	100% operational budget
1.12 Implement the first phase of Housing & Amenities Projects in the Campus Master Plan to support move to a 3-year residency requirement	Include sustainability values in constructing mixed-use first year housing to replace two residence halls and increase physical plant capacity	Infrastructure; Retention. SP Objectives 1.2, 1.3, 2.4, 3.1. Campus Master Plan; Housing White Paper	President's Office; University Relations; Finance & Administration	One-Time Capital Cost: \$30 million	

Category 1: Funding Priorities (continued)

TACTIC	ACTION/METRIC	TARGETED PRIORITIES	ADMINISTRATIVE RESPONSIBILITY	PROJECTED ANNUAL COST/ONE-TIME COST	FUNDED AS % OF PROJECTED
1.13 Provide improved faculty office space and classrooms	Implement major renovation plans for buildings identified in the Campus Master Plan, particularly Mood-Bridwell Hall	Infrastructure. SP Objectives 1.2, 1.3, 2.4, 3.1	Campus Master Plan	Academic Affairs; University Relations; Finance & Administration	One-Time Cost: \$10 million
1.14 Enhance the Southwestern University Student Emergency Fund	Distribute a minimum of \$20,000 per year, continue annual fundraising to strengthen the Fund by 20%; current Total: \$100,000	Retention; DIBE. SP Objectives 1.2, 1.3	University Relations; Student Life; Finance & Administration	Annual Cost: \$20,000	100% funded through philanthropy
1.15 Increase wages for non-exempt (hourly) staff	Perform a wage regression study for additional adjustments to prevent compression (exempt staff addressed in Tactic 3.14)	Compensation. SP Objectives 3.1, 3.4	Finance & Administration	Cost and timeframe TBD	

Category 2: Staffing Priorities

TACTIC	ACTION/METRIC	TARGETED PRIORITIES	ADMINISTRATIVE RESPONSIBILITY	FUNDED AS % OF PROJECTED
2.1 Build DIBE efforts into the structure and processes of Human Resources	Hire a Title IX coordinator who will provide on-going educational opportunities for faculty and staff; develop additional hiring and retention policies and programs within HR	DIBE. SP Objectives 2.5, 3.1	Finance & Administration	
2.2 Build DIBE efforts into the structure and processes of Student Life	Hire a Diversity Education Coordinator	DIBE. SP Objectives 2.5, 3.1	Student Life	
2.3 Increase support for student activities and wellness	Reinstate an Assistant Director for Outdoor Recreation, 10-12 outdoor trips per year with travel outside of the Austin area and overnight camping; high-impact Fall Break and Spring Break trips for SU students	Program Development. SP Objective 2.4	Student Life	
2.4 Build DIBE efforts into the structure and processes of Academic Affairs	Hire a Diversity and Inclusion Pedagogy Specialist	DIBE. SP Objectives 2.5, 3.1	Academic Affairs	
2.5 Support faculty in grant identification and application	Reinstate a Faculty Grants and Sponsored Programs Coordinator	Program Development. SP Objective 2.1	Academic Affairs; University Relations	

Category 3: Programmatic and Policy Priorities

TACTIC	ACTION/METRIC	TARGETED PRIORITIES	ADMINISTRATIVE RESPONSIBILITY	NOTES
3.1 Rise in rankings and increase national recognition of institutional excellence	Monitor ranking guides for improvement; communicate the many attributes of the University on a continuous and strategic basis	Retention. SP Objective 4.5	Marketing & Communications; President	
3.2 Better define Southwestern's distinctive identity as an innovative national liberal arts university anchored in the Southwest while being focused on the Paideia principle of connecting students to interdisciplinary knowledge, to each other, and to the world	Convene a group of stakeholders to clarify, define, and brand Southwestern; work with Center for Career & Professional Development (CCPD), University Relations, and Marketing & Communications to strengthen our connections to Austin as a vibrant cultural and economic location; connect to internationalizing efforts in Tactic 3.4	DIBE; Program Development. SP Objective 3.1, 3.4, 4.5	Marketing & Communications; Student Life; Finance & Administration; Academic Affairs; University Relations	
3.3 Pursue Hispanic-Serving Institution (HSI) designation	Maintain a Latinx and Hispanic student population of minimum 25%; convene a group of stakeholders tasked with developing necessary programmatic support required to achieve and sustain HSI designation	DIBE; Retention; Program Development. SP Objectives 2.5, 3.1, 4.3	Strategic Recruitment & Enrollment; Academic Affairs; Student Life; Finance & Administration	Developing programmatic support for HSI will likely have funding implications that would require review
3.4 Further internationalize the focus of our students' experiences	Review current cost structure for study abroad and study away to increase participation and affordability; at minimum move from 28% to 35% of SU students, with increased participation by 1st generation, students of color, and male students	DIBE; Program Development. SP Objectives 2.4, 3.1	Academic Affairs; University Relations; Finance & Administration	As varying tactics to increase participation are reviewed, such as new integrated programs, bilateral exchanges, collaborations with other institutions, and/or new financial models, there may be budgetary implications requiring review
3.5 Improve and strengthen our student tutoring offerings	Review and expand current tutoring programs and develop a more comprehensive approach for all student learning styles	Retention. SP Objectives 1.2, 1.3, 2.5	Academic Affairs	Depending upon review results, more funding may need to be generated
3.6 Develop more competitive faculty compensation with an annual analysis of salary trend resources, including Integrated Postsecondary Education Data System (IPEDS) and American Association of University Professors (AAUP)	Maintain current biannual salary study and overall budgeted salary increases; continue to offer appropriate market rate salaries to recruit assistant professors	Compensation. SP Objectives 2.1, 3.1, 3.4	Academic Affairs; Finance & Administration	Annual projections for salary increases are being built into the budget model

Category 3: Programmatic and Policy Priorities (continued)

TACTIC	ACTION/METRIC	TARGETED PRIORITIES	ADMINISTRATIVE RESPONSIBILITY	NOTES
3.7 Maintain a strong student-to-faculty ratio by continuing to hire faculty as student enrollment and retention grow	Maintain the current 12:1 student-to-faculty ratio and make progress toward an 11:1 student-to-faculty ratio	Retention; Program Development. SP Objective 3.1	Academic Affairs	Annual projections for additional faculty lines are being built into the budget model
3.8 Encourage faculty retention through cluster hires, particularly for faculty of color	Implement a cluster hire option in the Faculty Allocation Process	DIBE; Program Development. SP Objectives 2.5, 3.1, 4.3	Academic Affairs	
3.9 Institutionalize current model of Paideia	Paideia is endowed; future funding will encourage program flexibility	Program Development. SP Objectives 2.2, 2.3	Academic Affairs	
3.10 Create more spaces of belonging on campus for student groups focused on Black, Indigenous People of Color (BIPOC), Lesbian, Gay, Bisexual, Transgender, Queer, Intersexual, Asexual, and other sexual identities (LGBTQIA+), and underrepresented religious groups	Prioritize creation of these spaces in existing buildings as available and include them in the Campus Master Plan	DIBE; Program Development. SP Objectives 2.5, 3.1, 4.3. Campus Master Plan	Student Life	A planning process will begin for creating more student-use spaces in the new residence hall in 2021-2022
3.11 Expand the options in food services to be more intentional and inclusive of diverse food cultures, more sustainable, higher quality, and more welcoming to all students	Survey students, staff, and faculty in spring 2021; initiate Request for Proposals for food service operator fall 2021; complete food service contract process by summer 2022	DIBE; Program Development. SP Objectives 2.5, 3.1, 4.3	Student Life	
3.12 Develop more robust professional development and anti-racist training programs for staff as well as faculty	Currently participating in the Liberal Arts Colleges Racial Equity Leadership Alliance (LACRELA); we will include staff in programming and develop stronger support for DIBE in HR hiring and training policies and procedures (see Tactic 2.1)	DIBE. SP Objective 3.1	Senior Staff	Currently 100% funded for the three-year period of our membership in LACRELA; to be determined at that point whether to renew or to examine additional programming
3.13 Ensure that all staffing requests and hiring decisions for the next five years focus on achieving the Tactical Plan's two most central targeted priorities: DIBE and Retention	Establish hiring policies and procedures throughout the University that prioritize DIBE and retention objectives as part of candidates' qualifications in addition to expertise and credentials	DIBE; Retention. SP Objectives 1.2, 1.3, 3.1	Senior Staff	

Category 3: Programmatic and Policy Priorities (continued)

TACTIC	ACTION/METRIC	TARGETED PRIORITIES	ADMINISTRATIVE RESPONSIBILITY	NOTES
3.14 Develop more competitive exempt staff compensation metrics	Maintain annual salary increases for exempt employees; determine benchmarks and do an internal salary study to ensure that staff compensation is competitive (hourly/non-exempt employees addressed in Tactic 1.15)	Compensation. SP Objectives 3.1, 3.4	Finance & Administration	Annual projections for salary increases are being built into the budget model
3.15 Ensure that campus buildings and grounds are in good repair and accessible, and for new construction consider accommodations beyond compliance with the American With Disabilities Act (ADA)	Include accessibility audit and repairs into annual maintenance budgets and practices; prioritize accessibility in Campus Master Plan for renovations and new building projects	DIBE. SP Objective 3.1	Finance & Administration	An annual cycle of ADA maintenance projects has already been included in budget projections
3.16 Increase alumni involvement and alumni inclusion efforts	University Relations will work with Alumni Council and local associations to better integrate alumni into the University community	DIBE; Program Development. SP Objective 3.1, 3.4	University Relations	

APPENDIX A: TACTICS BROKEN DOWN BY STRATEGIC PLAN OBJECTIVES

Goal 1: Enroll and retain students who have significant potential for academic excellence.

- 1.1: Increase the enrollment of students from the top 10% of their high school graduating class to 35% of the first-year class in 5 years and 40% in 10 years. [Tactics targeting this Objective: 1.1]
- 1.2: Increase our first- to second-year retention rate to 88% in 5 years and first-to third year retention rate to 85% in 10 years. [Tactics targeting this Objective: 1.1, 1.3, 1.4, 1.7, 1.10, 1.12, 1.13, 1.14, 3.5, 3.14]
- 1.3: Achieve a 6-year graduation rate of 75% in 5 years and a 4-year graduation rate of 75% in 10 years. [Tactics targeting this Objective: 1.1, 1.3, 1.4, 1.7, 1.10, 1.12, 1.13, 1.14, 3.5, 3.13]
- 1.4: Recruit transfer students of similar academic quality, comprising 15% of the student body. [Tactics targeting this Objective: 1.1]
- 1.5: Increase the percentages of out-of-state students to a minimum of 20% in 5 years and 30% in 10 years. [Tactics targeting this Objective: 1.1]

Goal 2: Foster the highest standards of scholarship, academic quality, and differentiated educational and co-curricular experiences focused on thinking, creating, and connecting.

- 2.1: Enhance our collective efforts to secure external funding for both faculty and faculty/student research. [Tactics targeting this Objective: 1.2, 2.5, 3.6]
- 2.2: Align the general education curriculum with Paideia principles to foster intentional connections that bridge ways of thinking and acting across diverse ideas and disciplinary knowledge. Assess the general education program and outcomes over a 5-year period. [Tactics targeting this Objective: 3.8]
- 2.3: Over 5 years, enhance our existing strength in STEM by prioritizing more intentional disciplinary and interdisciplinary connections that deeply integrate the humanities, fine arts, and the social sciences with the natural sciences. [Tactics targeting this Objective: 3.8]
- 2.4: Redefine the residential experience to enhance and sustain intellectual engagement, offering students a variety of co-curricular programs that support leadership; entrepreneurship; creativity; and physical, mental, and spiritual well-being. [Tactics targeting this Objective: 1.2, 1.7, 1.8, 1.9, 1.12, 1.13, 2.3, 3.4]
- 2.5: Continue our commitment to inclusive pedagogy and relationship building across our diverse community. [Tactics targeting this Objective: 1.5, 1.6, 2.1, 2.2, 2.4, 3.3, 3.5, 3.8, 3.10, 3.11]

Goal 3: Cultivate the culture and practices among faculty and staff necessary to sustain institutional excellence and a community focused on student success.

- 3.1: Build and sustain a diverse, inclusive community grounded in mutual trust and respect that promotes shared commitments, accomplishments, accountability, and responsibility for achieving institutional goals. [Tactics targeting this Objective: 1.1, 1.4, 1.5, 1.6, 1.7, 1.8, 1.11, 1.12, 1.13, 1.15, 2.1, 2.2, 2.4, 3.2, 3.3, 3.4, 3.6, 3.7, 3.8, 3.10, 3.11, 3.12, 3.13, 3.14, 3.15, 3.16]
- 3.2: Implement ongoing programs and activities that educate members of the Southwestern community—students, faculty, staff, alumni, and parents—about the University’s vision and goals. [Tactics targeting this Objective: N/A--established already, and further supported by Tactical Plan itself]
- 3.3: Foster shared accountability and facilitate broad community engagement and awareness of institutional priorities and decisions through the committee and governance structure. [Tactics targeting this Objective: N/A--established already, and further supported by Tactical Plan itself]
- 3.4: Encourage students, faculty, and staff to support, lift up, and engage with one another, with our alumni and friends, and with Southwestern as an institution. [Tactics targeting this Objective: 1.8, 1.16, 3.2, 3.6, 3.14, 3.16]

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.

- 4.1: Continue to pursue new opportunities for lowering costs and increasing revenues—including net tuition revenue that exceeds inflationary cost increases; a discount rate of 50% or less in 5 years; and new gifts to fund financial aid, academic chairs, deferred maintenance, and endowment growth. [Tactics targeting this Objective: N/A--established already, and further supported by Tactical Plan itself]
- 4.2: Achieve an endowment spend rate that safeguards the future while providing stable budget support. [Tactics targeting this Objective: N/A--established already, and further supported by Tactical Plan itself]
- 4.3: Enhance our collective efforts to secure new funding to support our commitment to being an inclusive and diverse intellectual community. [Tactics targeting this Objective: 1.1, 1.5, 1.6, 3.3, 3.8, 3.10, 3.11,]
- 4.4: Implement predictive analytics and data-informed decision-making that ensures that institutional efforts and resources, and targeted initiatives, are directed toward advancing goals aligned with the strategic direction, such as the continued commitment to Phase II of our Science Center project. [Tactics targeting this Objective: 1.10]
- 4.5: Practice focused and integrated marketing and communications activities that target specific audiences whose knowledge of Southwestern University can lead to increased revenues and institutional visibility. [Tactics targeting this Objective: 3.1, 3.2]
- 4.6: Continue to educate and inform all Southwestern community members to promote understanding of and engagement with our financial reality and strategic direction. [Tactics targeting this Objective: N/A--established already, and further supported by Tactical Plan itself]

APPENDIX B: TACTICS BROKEN DOWN BY CENTRAL PRIORITY AREA

DIBE: Building and sustaining a culture of Diversity, Inclusion, Belonging, and Equity (DIBE) for students, faculty, staff, administration, alumni, and trustees to emphasize our commitment and identity as an institution. [Tactics targeting this Priority Area: 1.1, 1.5, 1.6, 1.8, 2.1, 2.2, 2.4, 3.2, 3.3, 3.4, 3.8, 3.10, 3.11, 3.12, 3.13, 3.15, 3.16]

Retention: Reinforcing our commitment to student success by focusing on strategically recruiting, providing access, and retaining a diverse, talented, and committed student body that values our distinctive identity, and who feel that they belong at Southwestern and will remain connected as alumni. [Tactics targeting this Priority Area: 1.1, 1.2, 1.3, 1.4, 1.7, 1.8, 1.9, 1.13, 1.14, 3.1, 3.3, 3.5, 3.7, 3.14]

Program Development: Sustaining, developing, and integrating curricular and co-curricular programs central to Southwestern’s distinctive identity—especially Paideia, Mosaic, the Residential Experience, Center for Career and Professional Development, and on-campus and off-campus High Impact Experiences

(HIEs)—to best serve our students while clearly demonstrating our unique liberal arts emphasis on educating the whole person. [Tactics targeting this Priority Area: 1.2, 1.3, 1.9, 1.11, 2.3, 2.5, 3.2, 3.3, 3.4, 3.7, 3.8, 3.9, 3.10, 3.11, 3.16]

Physical and Technological Infrastructure: Creating and maintaining an appealing and sustainable campus infrastructure that aligns with the Strategic Plan and Campus Facilities Master Plan and supports other Tactical Planning priorities around Retention, DIBE, and Program Development—especially in our recent commitment to a 3-year residency requirement. [Tactics targeting this Priority Area: 1.7, 1.10, 1.12, 1.13]

Competitive Compensation: Ensuring that compensation for faculty, staff, and student employees is appropriate and reflects national and regional cohort groups and salary studies. [Tactics targeting this Priority Area: 1.8, 1.15, 3.6, 3.14]

APPENDIX C: TACTICS BROKEN DOWN BY FUNDING STATUS

Completely budgeted/funded for 5 years starting July 1, 2021: 1.3, 1.4, 1.11, 1.14, 3.6, 3.7, 3.14, 3.15

Partially budgeted/funded for 5 years starting July 1, 2021: 1.1, 1.9, 1.10, 3.12

Funding Amount Determined But Not Yet Secured: 1.5, 1.6, 1.12, 1.13

Funding Type/Source and Amount to be Determined: 1.2, 1.7, 1.8, 1.15, 2.1, 2.2, 2.3, 2.4, 2.5, 3.3, 3.4, 3.5, 3.10, 3.11

Assumed to be Budget Neutral: 3.1, 3.2, 3.8, 3.9, 3.13, 3.16

APPENDIX D: TACTICS BROKEN DOWN BY ADMINISTRATIVE RESPONSIBILITY

Academic Affairs: 1.2, 1.3, 1.4, 1.5, 1.6, 1.10, 1.13, 2.4, 2.5, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9

Finance & Administration: 1.1, 1.7, 1.8, 1.10, 1.12, 1.13, 1.14, 1.15, 2.1, 3.2, 3.4, 3.5, 3.14, 3.15

Marketing & Communications: 1.6, 3.1, 3.2

Strategic Recruitment & Enrollment: 1.1, 3.3, 3.5

Student Life: 1.2, 1.7, 1.8, 1.9, 1.14, 2.2, 2.3, 3.2, 3.3, 3.10, 3.11

University Relations: 1.1, 1.2, 1.4, 1.5, 1.7, 1.9, 1.11, 1.13, 1.14, 2.5, 3.2, 3.4, 3.16

Senior Staff Overall: 1.10, 3.12, 3.13

President: 1.11, 1.12, 3.1