
Shaping Our Future:
The Plan for Southwestern University
2010 - 2020

DRAFT
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Contents

Strategic Planning Process	3
The Role of the Commission on Planning and Action	4
Overarching Goals of the Strategic Plan	5
Strategic Plan Framework	6
10-Year Strategic Directions and 3-5 Year Strategies	7
• Strategic Direction for Academic Life	8
• Strategic Direction for Campus Life	11
• Strategic Direction for Visibility and Reach	14
• Strategic Direction for Planned Growth	16
Appendix: Members of the Strategic Planning Subgroups	20

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 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, and alumni, Board of Visitors, as well as regional leaders in business, higher education, and health care, were engaged in the process through a range of initiatives, including interviews, roundtable discussions, meetings, and retreats. In February and March, the Commission fine-tuned the planning process and timeline, reviewed the results of the information-gathering processes, and began to address a preliminary set of strategic questions. Through the discussions, new insights and more questions emerged.

The Commission conceived five subgroups in April to further the discussions over the summer months. Three more 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, the Commission on Planning and Action was briefed on the outcomes of the subgroup work, and moved ahead to develop the preliminary framework for the plan. At that time, the emerging plan was examined using a financial lens. The following questions were asked: What resources, human and financial, would be required to implement this plan effectively? What should be our priorities for the next 3-5 years? How should implementation of those priorities be orchestrated in order to ensure financial strength and sustainability? The plan presented on the following pages represents the outcomes of those discussions.

Planning Consultant Elaine Kuttner, and her colleagues at Cambridge Concord Associates, supported the Commission on Planning and Action throughout the planning process.

The Role of the Commission on Planning and Action

The Commission on Planning and Action was charged with developing a strategic plan that would set a framework for the next 10 years and provide direction for decision-making for the next 3 to 5 years. To ensure the presence of multiple viewpoints throughout the planning process, the Commission members represented the major Southwestern constituencies.

Jake B. Schrum, President and Chair

Jim Hunt, Provost and Dean of the Faculty

Jerry Brody, V.P. Student Life

Richard Anderson, V.P. Fiscal Affairs

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, Student Congress Representative

Matt Hanson, Student Congress Representative

Robert Karr, Chair, Trustee Strategic Plan Committee

Joseph King, Executive Director of NITL, Vice President for Innovation at Southwestern

Steve A. Raben, President-Elect, Association of Southwestern University Alumni

Merriman Morton, Chair, Board of Trustees, ex officio

Ron Swain, Administrative liaison

Overarching Goals of the Strategic Plan

Early in the process, the Commission on Planning and Action agreed that there were two overarching reasons to embark upon a strategic planning process at this time. These reasons, stated as goals below, are inextricably related and both are essential.

Building on Southwestern’s historic strengths and its innate ability to innovate, this strategic plan is designed to:

- 1. Increase the value of a Southwestern education for students**
- 2. Ensure the financial vitality and sustainability of the institution**

The above overarching goals put forward two very important requirements. They state that the plan must **build upon the institution’s proven track record of providing a high quality education in a distinctive teaching and learning community**. Implied is that Southwestern not become complacent in its success, but continue to innovate to achieve ongoing greatness. These goals also require that **the plan must be well grounded in the institution’s financial realities as well as the enormous financial challenges of our times**. The plan must provide not only individual initiatives aimed at increasing the health and financial well-being of the institution, but as a whole should also offer a fiscally sound framework for decision-making over time.

These are difficult times for all institutions of higher education. In fact, we are currently navigating one of the most challenging financial environments in our nation’s history. Over the next few years Southwestern, like its peers, will need to address many tough financial issues. However, the Commission has no doubt that Southwestern, with its extraordinary students, faculty and staff, trustees, alumni, will be up to the task. The hope is that this plan will provide the foundation for that work.

Over the first few years of this strategic plan, Southwestern will feel some “push and pull” as it manages current realities while also beginning to put in place building blocks for the future. Prioritizing will be important. As designed, **this plan allows Southwestern to address today’s difficult problems, while supporting innovative choices that will help the university grow in ways that are beneficial for the long term. Good navigating skills will be essential.**

Southwestern University Strategic Plan Framework

Southwestern University Core Purpose

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

Southwestern University 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

Overarching Goals of the Strategic Plan

1. Increase the value of a Southwestern education for students
2. Ensure the financial vitality and sustainability of the institution

10-Year Strategic Directions

Academic Life

Building on the institution's strong and purposeful academic framework, Southwestern will enrich its core, innovate to meet new challenges, and continue to focus on what the institution has historically done so well: teaching undergraduate students in a residential, liberal arts and sciences environment.

Campus Life

Create a more vibrant, diverse, and student friendly campus and enhance the quality of student life for all who attend Southwestern.

Visibility and Reach

Build far-reaching visibility and recognition for Southwestern as an exceptional undergraduate liberal arts and sciences institution.

Planned Growth

Develop, implement, and continuously monitor for impact, growth strategies that allow Southwestern to be true to its Core Values, enable enhanced academic programming, contribute to a more diverse and vibrant campus, and have long-term financial benefits.

10-Year Strategic Directions 3-5 Year Strategies

10-Year Strategic Direction for Academic Life

Building on the institution's strong and purposeful academic framework, Southwestern will enrich its core, innovate to meet new challenges, and continue to focus on what the institution has historically done so well: teaching undergraduate students in a residential, liberal arts and sciences environment.

For over 150 years, Southwestern has provided its students with a high quality academic experience in the context of a superb campus community. The institution has developed its capacity to address each student's individual needs and aspirations and has designed its programs to support that goal. A rigorous academic experience is enhanced by rich relationships with an excellent faculty of teacher/scholars and teacher/artists as well as a top-notch staff. With this strategic plan, we set out to strengthen and build on Southwestern's core by gradually enhancing resources for the academic enterprise, and by innovating to ensure its proper place in an extremely competitive environment.

10 Year Goal

Southwestern should aim, over the next decade, to be among the top 50 national liberal arts and sciences colleges in respect to the quality of student body, rates for retention and graduation, and total compensation packages for faculty and staff.

The Commission makes this recommendation with full appreciation of the current economic challenges, and the recognition that progress could be uneven and slow at first. This goal is a reach. However, if many of the strategies in our plan meet with their intended results, such a goal is a real possibility.

Southwestern has much to do over the next ten years if it is to realize its aspirations. It is essential that we set priorities, act strategically and continuously monitor our actions for impact, making mid-course corrections as needed.

5 Year Goals and 3-5 Year Strategies for Academic Life

A. 5-Year Goal: To enrich Southwestern's 'Academic Core.'

3-5 Year Strategies:

- Keep our students at the center of our academic process.
- Attract and retain the best faculty and staff by putting the highest priority on regaining ground in the area of compensation.
- Move toward greater reliance on tenure track faculty positions.
- Increase our support and commitment to professional development for faculty and staff.

Rationale: *At the center of Southwestern's 'Academic Core' is a student body made up of bright, inquisitive, and hard-working individuals, taught by an outstanding faculty of teacher-scholars who have as their primary focus that of educating students in a rigorous, residential, liberal arts and sciences environment. Effectively integrated and in concert with that effort is a talented and committed professional staff. In order for Southwestern to move forward with strength, the faculty*

and staff must have the resources necessary to do their work. As with many institutions, our resources are seriously constrained. However, over the next 5 years, we must commit to making some headway toward our longer-term goal, making it a top priority for Southwestern to attract and retain the best faculty and staff by moving toward more competitive compensation, lessen our reliance on tenure track faculty, and increase our commitment and support for professional development. With gradual, steady investment and vigilance, the institution can begin to realize its aspirations in these critical areas.

- B. 5-Year Goal:** To continue to develop the highest caliber facilities in order to promote the teaching mission of the institution and provide students with experiences that rival our peers.

3-5 Year Strategy:

- Renovate and expand the Fondren-Jones Science Building (including equipment needs). This project is the highest university-wide facility fundraising priority.

***Rationale:** Southwestern prides itself on its beautiful campus and facilities, and in recent years has enhanced the campus tremendously. We recognize that keeping our facilities and equipment in top form requires ongoing diligence. For that reason the Commission believes that Southwestern must continue to develop facilities of the highest caliber that are equipped to provide our students with the highest quality experiences. While there are many needs in this area, one comes to the fore. The Fondren-Jones Science Building is in dire need of attention. It is essential that we have a first-class Science building with cutting-edge equipment to support our strong Science program, and an excellent Science faculty and staff carrying out Southwestern's Science mission. This will not only serve our students, faculty, and staff, but also undoubtedly provide us with an excellent recruiting tool and contribute to student retention.*

- C. 5-Year Goal:** To strengthen our capacity for leadership as an institution at the cutting edge of technology innovation utilized for teaching and learning.

3-5 Year Strategies:

- Create a Task Force made up of the Library, NITLÉ, and ITS leaders at SU. Develop an integrated strategic plan by Fall 2010 aimed at achieving the above goal.
- Focus on the library, emphasizing technological innovations in teaching and learning, and move toward making it an essential element of our educational experience. Leverage NITLÉ, together with the library and ITS, to focus on creating opportunities to utilize technological innovations in teaching and learning, drawing from best practices around the country.

***Rationale:** Southwestern has an amazing opportunity as the new home of NITLÉ, a Mellon Foundation-funded organization that focuses on innovation and entrepreneurship in the area of technology and liberal arts. It is critical that we leverage this chance to become an institution known for its inventive and effective use of technology as a teaching and learning tool. The Commission believes that the library, as an essential component of our academic program, is a key to the success of such an effort. We must therefore heighten our focus on technology innovation and the reinvention of Southwestern's library experience.*

- D. 5-Year Goal:** To increase the quality of interdisciplinary experiences for Southwestern students.

3-5 Year Strategies:

- Place greater emphasis on the Independent Major as an option for interdisciplinary study.

- Develop criteria for interdisciplinary program evaluation that includes appropriate levels of support, sustainability and alignment with the academic mission of the institution. For those programs that do not meet these criteria, determine ways to help them meet their goals.
- Continue to support the First-Year Seminar program as an experience that introduces students to the broad concept of interdisciplinary study.

Rationale: *Southwestern has recognized, for many years, that interdisciplinarity is something that today's students seek, and our faculty has been highly responsive. However, if we are to continue to provide such programming, we will need to do so with full recognition of the resources required. We need to build an approach to interdisciplinarity that recognizes the required time commitment of faculty and staff and is realistic in terms of resources availability. The Commission believes that these 3-5 year recommendations for interdisciplinary experiences at Southwestern will help focus and strengthen this aspect of our mission.*

E. 5-Year Goal: To move toward an international experience for all students.

3-5 Year Strategies:

- Decrease the financial barriers to study abroad opportunities by developing more program partners around the world.
- Better utilize the foreign exchange programs in which SU currently participates as a way of internationalizing the campus and enabling study abroad.

Rationale: *The Commission recommends that we aim, long term, to enable all students to have an international experience during their years at Southwestern. Since such a goal can be costly, this will require that we seek creative solutions over time. It is clear that we can offer greater cost benefit to our students through strategic partnerships with institutions in other parts of the world. Such partnering, along with continued efforts to allow student financial aid to travel, should be the focus of this strategy, as well as better utilizing our student exchange programs.*

F. 5-Year Goal: To build on the success and impact of the Paideia Program as a way for participating students to further their intellectual curiosity and civic engagement and to synthesize their whole education process.

3-5 Year Strategies:

- Continue the process of making the Paideia Program available to all applicants who meet the requirements and take steps to integrate the program more fully into the curriculum.
- Develop effective department staffing and financial models to enable robust faculty involvement in Paideia, while significantly reducing reliance on adjunct faculty for course replacements.
- Develop a Paideia Alumni Program focused on lifelong learning.

Rationale: *The Commission believes that we should continue to build on what has thus far been a successful program. Southwestern is fortunate to have an endowment to sustain the Paideia program for the near term, and a systematic approach to add to the endowment in the longer term in a way that continues to enhance resources for the rest of our academic enterprise. Moving forward, we should focus on further integrating Paideia into the curriculum, lessening our reliance on adjunct faculty, and shaping a Paideia Alumni Program to provide continued engagement and serve as a source of mentors for future students.*

10-Year Strategic Direction for Campus Life

Create a more vibrant, diverse, and student friendly campus and enhance the quality of student life for all who attend Southwestern.

Much attention is paid to campus life at Southwestern University. Faculty and staff recognize that the academic success cannot be separated from the quality of life that students lead during their college years. On a residential liberal arts and sciences campus such as Southwestern, experiences must be provided for a diverse group of students, all with a desire to take part in a vast array of activities. At Southwestern we recognize that as students mature, their preferences evolve, and there must be room for that to occur as well. We pride ourselves on Southwestern's ability to provide students with a personally fulfilling and individualized experience. This is true in the academic realm and must also be true in the realm of student life. To do this well will require that we enhance our student life program and build an enriched campus environment.

The overall balance of activities is important as well, for that is what attracts an appropriately balanced student body, and makes the institution a compelling option for the diverse array of students that we seek to be part of the Southwestern community.

Looking through the financial lens, we must also be cognizant of the fact that Southwestern has moved from being an endowment-driven institution to a tuition-driven institution. This means that our ability to recruit, retain, and satisfy the vast majority of our students is now essential to our sustainability, and a vibrant campus life, with a full complement of student activities, athletics, residential experiences, etc., plays a powerful role in this process.

While this 10-year Strategic Direction will require facilities development, innovative programming, and heightened levels of student services and residence life staffing, we can only take well-chosen steps in the next few years. Challenging financial times require us to set priorities and be strategic in our initiatives. Keeping in mind the two overarching goals of our plan, the 3-5 year strategies below are aimed not only at enhancing student and campus life, but also at creating opportunities for greater financial sustainability in the future.

5-Year Goals and 3-5 Year Strategies for Campus Life

A. 5-Year Goal: To continue to build a thriving intercollegiate athletics program and expand intramural and recreational activities to enrich student life and to contribute to student recruitment and retention.

3-5 Year Strategies:

- Develop and commence implementation of an intercollegiate athletics master plan that includes: cost/benefit analysis, facility assessment, and a football feasibility study.
Note: The football feasibility study is currently underway and will be completed in December.
- As resources allow, prioritize locker room improvements, the development of an appropriate area for weight and cardio equipment and training, and the enhancement of intramural and recreational areas and spaces for both outdoor and indoor activities.

Rationale: *As Southwestern aims to grow the student body and build a more vibrant, diverse, and gender-balanced campus, the intercollegiate athletics program will be a central strategic feature.*

The institution has been gradually and thoughtfully growing the program for a couple of years, and will continue to do so as a result of this planning effort. Those responsible for these programs are taking care to ensure that the athletics programs are in keeping with the culture of Southwestern and are drawing from successes at comparable liberal arts colleges. Under consideration is the option of adding football. An outside consultant has been asked to study our situation and provide a third-party assessment of the appropriateness and feasibility of introducing football at this point in the institution's history. The consultant has been asked to take into account both the financial situation and the culture of Southwestern. The Commission has chosen not to take a position on the issue until the study is complete, but recommends strongly that football should be added only if it can be done in a way that: 1) Is consistent with our mission and values, 2) Can be implemented without cost to the institution, and, 3) Does not deflect funds from academic or other mission-driven activities at Southwestern.

No matter how the athletics program evolves over the next few years, we must improve our athletic facilities. Students are particularly interested in weight and cardio-training space and equipment because both athletes and non-athletes use such equipment for exercise and health reasons. Prospective students are also interested in these facilities. Other areas in need of attention include intramural and recreational areas.

- B. 5-Year Goal:** To build on Southwestern's aspirations and develop an increasingly diverse campus community.

3-5 Year Strategy:

Increase communication and implementation, as resources will allow, of the "Diversity Enrichment Initiative Action Plan" developed by the Diversity Enrichment Committee. Key aspects for action during the life of this plan include:

- Increasing targeted student recruitment and enrollment processes
- Identifying and acting on ways to demonstrate a welcoming environment
- Developing mechanisms to measure the effectiveness of our services, and enhancing them as needed, as we grow into an increasingly diverse population
- Developing a Multicultural Center, embedded in existing facilities, that will be fundamental to attracting and retaining students and building a vibrant and diverse campus life

Rationale: *Southwestern continues to be committed to creating a more diverse campus community and recognizes the work that will be required to realize such aspirations. The Commission takes very seriously the need for continuous action in this area, and also feels that the document developed by the Diversity Enrichment Committee (DEC) a few years ago is an excellent one within which effective recommendations are embedded. For this reason, the Commission recommends a heightened awareness of the DEC's report and a commitment by the institution to integrate, wherever possible, those recommendations into Southwestern's way of doing business. Outside funding should be sought and secured whenever possible. Some of the recommendations will require increased financial investment on the part of Southwestern and those will need to be appropriately orchestrated over time. Other strategies are more a matter of broad-based communication, education, and training, along with a willingness to work proactively to change the culture.*

C. 5-Year Goal: To build on the existing cadre of excellent student activities.

3-5 Year Strategies:

- Ensure current levels of support and actively seek funding for innovative ways to build on successful campus-wide social events / programs and student-initiated organizations / events.
- Utilizing existing space, create a venue for over-21 student events.
- Convene a “task force” to determine how best to capture the Greek Life potential at SU.

***Rationale:** Over the years, in partnership with the students, the staff has developed a wide variety of activities that are responsive to the breadth of the student population. As the financial situation tightens, it is important that we maintain at least the current level of funding for these activities. They are of great importance to students, and provide the foundation for coming together not only for academic purposes, but also for outreach and service activities and for the sheer joy of experiencing one another in community. Looking beyond the current set of choices, the Commission recommends that there be a venue for students over 21 years of age – a place to enjoy a beer or glass of wine and in a safe on-campus environment. Given the current budget crunch, this might best be developed in an existing space.*

Many students have found a home and feel comfortable in embracing the Greek Life option. The Commission recognizes that there is much to be gained by a well-run program that is in concert with the Core Purpose and Core Values of the institution. Such a system not only provides a positive experience for students, but also a place to return to for alumni. For these reasons, the Commission is recommending a multi-constituency leadership task force to propose a purposeful and more integrated approach to the Greek Life program on this campus.

D. 5-Year Goal: To commence building a stronger Residence Life program, with a focus on student satisfaction and retention.

3-5 Year Strategies:

- Find opportunities to improve the staffing of first year residence halls.
- Find creative ways to build community, including the development of special interest housing designed around areas closely related to the academic core.

***Rationale:** There is clear evidence that strong and effective Residence Life programs are well worth the time and resources expended, particularly when it comes to student retention in their first two years. Southwestern recognizes the opportunity to build upon its current program and create something innovative and distinctive over time. An enhanced Residence Life program such as the one being envisioned would require resources beyond the levels currently allotted for campus life and dorm activities. However, the program can be planned and some aspects implemented with few new resources. For example, we can begin the development of special interest housing by initiating the concept within existing housing structures. Overall, this goal should be approached in an evolutionary way, assessing each year the impact on student well-being and retention, and enhancing programs as resources become available.*

Strategic Direction for Visibility and Reach

Build far-reaching visibility and recognition for Southwestern as an exceptional undergraduate liberal arts and sciences institution.

Throughout the strategic planning process, our students, faculty, staff, alumni and board members spoke of the transformational nature of their experiences at Southwestern. They spoke with pride of the strength of the academic programs and the quality of student experience. However, many of those same members of the Southwestern community voiced considerable frustration about the institution's lack of recognition among college age students throughout the country, graduate school programs, journal editors, prospective employers, and other critical audiences. This issue came to the fore with the Commission members when they began to develop a strategy focused on growing the student body. They realized that to effectively grow the institution in a way that attracts the best and brightest students, top faculty, and talented staff, would require a greater level of recognition and a stronger presence throughout the country. The extent to which Southwestern is recognized in this context is critical to the institution's success in achieving its long-term vision. The commission recommends one 5-year goal, made up of two interrelated strategies that will help us build far-reaching and much needed visibility for Southwestern: implement a broad-based visibility effort and consider a name change.

5-Year Goal and 3-5 Year Strategies for Visibility and Reach

- A. 5-Year Goal:** To 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.”

3-5 Year Strategies:

- Develop and implement a broad-based visibility effort that strengthens and builds upon the integrated marketing research and strategic actions implemented by Southwestern over the past 3-4 years.
- Undertake a deliberate process to change the name of the institution as part of the overall visibility effort.
 - Step 1: Feasibility study
 - Step 2: Plan and orchestrate process

Rationale: *In today's competitive environment, achieving desired levels of visibility and recognition is increasingly challenging. Demographics represent one set of factors, particularly the declining number of 18-year-old high school graduates nationwide, which has driven more aggressive marketing to students in states with increasing student populations by institutions located in regions with declining populations. In that context, strategic marketing is inextricably linked to Southwestern's ability to attract a qualified pool of prospective students. Successful marketing for Southwestern will require a range of resources for ongoing research, expertise, and production of messages to be used in selected communication channels. Our marketing efforts need to take full advantage of our overall ability to provide academic excellence and those aspects of the institution that distinguish SU, such as our faculty-student relationships, the Sarofim School of Fine Arts, the Paideia*

Program, our ability to offer interdisciplinary experiences, our new opportunity with NITTE, and other areas that give us a competitive advantage in certain markets.

One aspect of building greater visibility for Southwestern is name recognition. Those who know us well recognize Southwestern as an exceptional undergraduate liberal arts and sciences institution. However, the Commission has found that there is much concern among students, faculty, staff, alumni, and trustees that the name “Southwestern University” is actually a deterrent to both visibility and positive recognition. The assumption too often made, particularly by those outside of Texas who are not familiar with us, is that “Southwestern University” is a second-tier regional institution. While not an insurmountable factor, the name of a university or college should be a significant positive factor in its visibility. A successful name for 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, and alumni to find themselves in a position to have to explain the university’s name – even while they are proud of their Southwestern degree or association. As Southwestern engages in current planning for growth, the timing may be right to make a concerted effort to change our name and build strong visibility and recognition for that name and what it represents.

10-Year (and beyond) Strategic Direction for Planned Growth

Develop, implement, and continuously monitor for impact, growth strategies that allow Southwestern to be true to its Core Values, enable enhanced academic programming, contribute to a more diverse and vibrant campus, and have long-term financial benefits.

Planned and purposeful growth of Southwestern University over the next decade and beyond is an important element of this long-range plan. One goal with three 3-5 year strategies will help us make moderate headway toward our objectives over the next 5 years. It is important that the institution's Core Purpose and Core Values, along with a clear understanding of the institution's financial and competitive situation, provide the framework for decision-making over time.

5-Year Goals and 3-5 Year Strategies for Planned Growth

- A. 5-Year Goal:** To increase in the number of students by approximately 250 FTE over 5 years, in a way that honors our Core Values, enhances academic and campus life, and ensures greater financial support for the academic mission.

3-5 Year Strategies:

- Launch an institution-wide effort to strengthen student retention
- Aim to achieve student body growth by targeted recruitment of first-year students, transfer and international students, and by improving student retention.
- Ensure that the growth is carried out in a way that honors our values, and monitor for impact and financial feasibility over time, making mid-course corrections.

***Rationale:** A well-developed and carefully orchestrated student body growth strategy would go far to enhance our students' experience and add a greater robustness to the overall campus. An increase in 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.*

The possible benefits to our academic enterprise are many. Careful growth of the student body could 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 clear that growth of the student body will eventually require additional faculty and staff positions in order to preserve the culture of strong faculty/student relationships and the track record of quality service to students. The institution is fully committed to making that happen as soon as it is both financially feasible and clear where the needs are greatest. The process of increasing the number of students will require careful monitoring and planning over time, and the ability to make mid-course adjustments.

As a tuition-driven institution, increasing the number of students translates into increased net tuition that can be invested in the academic enterprise. Considering the current financial challenges we face in this difficult economic climate, adding students is a good strategy for us. This positive approach is an essential component of the overall strategic plan.

Ten Principles for Planned Growth include:

- *Grow only in ways that will lead to a “better” institution in the future and that is true to our Core Values.*
- *Stage the growth and monitor progress and address issues along the way.*
- *Continue to develop an integrated recruitment strategy that will target specific student populations with a goal of increasing diversity and will utilize Southwestern’s many assets, including location, personalized attention, academic programs, and Methodist heritage.*
- *Address financial aid and tuition revenue, balancing increases in financial aid for targeted recruitment with the need for a net increase in tuition dollars*
- *Plan for appropriate additions of faculty and staff over time.*
- *Address student services and housing as needed and over time.*
- *Focus strongly on student retention.*

- B. 5-Year Goal:** To enhance our intellectual community through partnerships and institution-wide centers and institutes, engaging a wide spectrum of educators, thought-leaders, learners, and others who share our Core Values.

3-5 Year Strategies

- Develop partnerships aimed at expanding Southwestern’s local and regional relationships.
- Move toward the development of highly visible centers and institutes aimed at engaging a wide community of educators, researchers, and learners.

Rationale: *All of Southwestern would benefit by identifying ways for individuals and groups outside of Southwestern to take part in our community. In so doing, we would extend Southwestern’s intellectual discourse regionally and nationally. To begin to make progress on these goals, we must open “portals” for the external world to gain access to Southwestern and develop opportunities for engagement. Highly visible institution-wide centers and institutes, for example NITL, are suited for this kind of work. Such organizations can attract leading faculty to SU and play a role in convening a broad community of students, educators, researchers, and innovators in higher education from far other institutions, drawing together experts to discuss issues of national importance, and promoting lifelong learning and a passion for intellectual and personal growth. These entities may also be leveraged to support Southwestern’s visibility efforts and contribute to our recognition as a leading national liberal arts institution – something that will benefit our students, faculty and staff.*

As Southwestern develops or strengthens a select number of centers and institutes, we are committed to ensuring that two criteria are met:

- *The mission of any center or institute at Southwestern must be congruent with our Core Values.*
- *All centers and institutes must have the capacity to generate their own revenue or be supported by an outside grant – representing no additional cost to the institution.*

Another way to enhance external connectivity is through carefully chosen partnerships with regional organizations and institutions. Such relationships can bring to our students new opportunities for involvement in the larger local and regional community and can broaden our student's worldview. The more Southwestern can link with the "outside world," the more options we can provide our students, and the more multifaceted the campus will be in the future. This strategy, carried out effectively over the next decade, could enhance the campus culture and contribute greatly to the quality of the academic community.

Examples include:

- *By leveraging Southwestern's recent acquisition of NITLE, SU is moving forward to engage liberal arts and sciences institutions nationwide in discussion about innovative technology and approaches to advance learning through digital technology.*
- *Southwestern has already initiated the conceptual development of a self-supporting Lifelong Learning Institute that includes Alumni Lifelong Learning, ongoing Southwestern staff development, partnerships with Senior University, and Community Outreach Learning. This is something that can be significantly enhanced over the next 3-5 years.*
- *Building on the Mellon Foundation grant for environmental study, Southwestern may have an opportunity to develop a nationally recognized Center for Eco-Justice.*

- C. 5-Year Goal:** To develop a long-range vision and initiate the development of a master plan for East Campus that will 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.

3-5 Year Strategies:

- Continue to develop the long-range vision for East Campus.
- Continue the development of a master plan and ensure that it is guided by the following principles for East Campus planning.

***Rationale:** While the development of East Campus is many years away, the Board and Commission believe it is time to discuss a long-range vision and initiate the development of a master plan for that area. Developed strategically, East Campus has the potential to greatly enrich academic and campus life for our students, faculty, staff, alumni, and the broader University community. The East Campus master plan will address multiple objectives, such as strengthening the academic programming, enhancing campus vitality, building on Southwestern's commitment to sustainability, creating space for new partnerships with Georgetown and a variety of regional organizations, The plan would move forward on initiatives related to centers and institutes, and open revenue streams that will contribute to future financial health for Southwestern as a whole.*

Initial Ideas – Components of East Campus Vision:

- The village concept: Create a vibrant area with retail shops, food/dining operations, drugstore or convenience store, etc. – stores that are truly student friendly and equally inviting to the broader University community, and can bring in sustainable revenue and relieve Southwestern of most development costs. Southwestern could recruit stores, businesses, and other entrepreneurs interested in the area.
- Special interests village: language, environment, and so on.

- Conference center with hotel: This could provide a venue for seminars, professional development for faculty and staff, and convening around current issues. Operational plan contingencies must account for future economic expansions and recessions.
- Golf course and driving range
- Bring in organizations with close ties to SU: Move their headquarters to East Campus and/or develop efficient and self-sustaining office space for their operations.
- Create space for non-profits and service providers: This could be a “one stop shop” for social services, especially since Paideia is already serving the community.
- New living spaces for faculty and staff: this could help in attracting the best people
- Making available “special interest housing” as an alternative option to support personal and intellectual growth
- Day care center or possible wellness center
- Residences for alumni, providing lifelong learning opportunities at Southwestern
- Sports stadium for lacrosse, football, soccer, and track: This concept will depend on funding possibilities, and needs to be done “as well as anyone else” if SU decides to move forward with these new athletic programs. Such a plan would need to be consistent with Southwestern’s values, and provide positive impact for the university’s financial vitality.
- Bike path and/or walkway that is visibly attractive and connected to the broader Georgetown system
- Environmental studies building and labs
- Community School
- An attractive name for the area – for example, “Green Village.” Perhaps there could be a competition for the name.

Five Principles for East Campus Planning include:

- Make certain that all development is in support of the Core Purpose and Core Values of the institution
- Aim to improve academic and campus life for students, faculty, staff and alumni.
- Consider opportunities that broaden revenue sources in the context of enhancing the academic enterprise and student experience.
- Contribute to our intention to convene national conversations of import to the Southwestern community as well as and broader liberal arts community.
- Further sustainability goals and build on our growing interest in environmental studies.
- Create a space for inviting other organizations to be part of the Southwestern family, nurturing such kinships as the Texas Methodist Foundation and the Academy for Trans-disciplinary Learning and Advanced Studies (ATLAS).

Appendix

Members of the Strategic Planning Subgroups

Subgroup	Academic Direction
Co-leaders	Dirk Early, Paul Gaffney, and Jim Hunt
Commission Members	Leah Jones and Joey King
Members	Lynne Brody, Laura Hobgood-Oster
Finance person assigned	A.J. Senchak
Subgroup	Visibility and Reach
Co-leaders	David Gaines and Rick McKelvey
Commission Member	Arden Baxter
Members	Hal Haskell, Cindy Locke, Ellen Davis, Tom Forbes, Lynn Costlow (BOV)
Finance person assigned	Fay Guaracci
Subgroup	Expanded Campus Life
Co-leaders	David Asbury and Jerry Brody
Commission Members	Matt Hanson and Steve Raben
Members	Melissa Johnson, Sue Mennicke, Glada Munt, Derek Timourian, Jaime Woody
Finance person assigned	Brenda Krusely
Subgroup	Planned Growth
Co-leaders	Suzanne Buchele and Tom Oliver
Commission Members	Kimele Carter and Bob Karr
Members	Elizabeth Piedmont Martin, Mike Leese, Bill Raleigh, James Gaeta
Finance person assigned	Richard Anderson
Subgroup	Finances
Co-leaders	Richard Anderson and Fay Guarraci
Members	A.J. Senchak and Brenda Krusely
Subgroup	NITLE /Technology
Co-leaders	Joey King and Fay Guarraci
Members	Bob Karr, Richard Anderson, Rick McKelvey, Jake Schrum, Jim Hunt, David Asbury, Barbara Neely, Bob Paver
Subgroup	East Campus Development
Co-leaders	Richard Anderson and David Asbury
Members	Bob Karr, Joey King, Rick McKelvey, Jake Schrum, Jim Hunt, Jerry Brody, Fay Guarraci, Barbara Neely, Bob Mathis
Subgroup	Paideia
Co-leaders	Jim Hunt and David Gaines
Members	Michael Cooper, Hal Haskell, Julia Johnson, Stephen Marble, Tim O'Neill, Jake Schrum, Dirk Early, Eileen Cleere, Daniel Castro