



STRATEGIC PLAN

2022-2025

ABOUT US

Founded in 1956 as Hobbs Baptist College, University of the Southwest, has enjoyed a rich legacy of embracing change. In 1958 Hobbs Baptist College was changed to a four-year college and renamed New Mexico Baptist College. In 1962, to reflect the expanded vision of the entire community that had now embraced this fledgling institution as their own, College of the Southwest was founded as an independent, non-denominational, four-year liberal arts college to serve the southeastern New Mexico and West Texas region, an approximately 21,000 square-mile service area. In 2008, the Board of Trustees voted to change the name of College of the Southwest to University of the Southwest to better communicate the type of academic community into which the institution was evolving.

Religious-affiliation: Non-denominational



ACCREDITATION



HIGHER LEARNING COMMISSION®

University of the Southwest is an accredited member of the Higher Learning Commission (HLC) with headquarters in Chicago, Illinois, one of the six regional agencies that accredit institutions of higher education. The accreditation process assesses such characteristics as governance and administration, financial stability, admissions and student personnel services, institutional resources, student academic achievement, institutional effectiveness, and relationships with constituencies outside the institution. This voluntary accreditation has two fundamental purposes: quality assurance and institutional and program improvement.

USW was granted accreditation in 1980, and has maintained continuous accreditation. The next HLC Reaffirmation of Accreditation is scheduled in academic year 2023-2024.

FINANCIAL AID

Financial aid is available to students who qualify. Over 80% of our students receive some form of aid.



DEGREES

UNDERGRADUATE DEGREE PROGRAMS:

- Bachelor of Science in Education
- Bachelor of Science
- Bachelor of Arts
- Bachelor of Business Administration

GRADUATE DEGREE PROGRAMS:

- Master of Arts
- Master of Business Administration
- Master of Science
- Master of Science in Education

DOCTORAL DEGREES

- Doctor of Business Administration
- Doctor of Education
- Doctor of Ministry

STUDENT LIFE

STUDENT ORGANIZATIONS AND ACTIVITIES:

- USW has 12 student organizations including professional, academic honor, Christian ministry, and civic and cultural. The University also supports an intramural sports program where students, staff, and faculty are welcome to participate.

HOUSING:

- 62% of undergraduates live on-campus in residence halls or apartment housing.



ATHLETICS

ATHLETIC TEAMS (13 TEAMS):

- Baseball
- Men's Basketball (Varsity & Junior Varsity)
- Women's Basketball (Varsity & Junior Varsity)
- Men's Cross Country
- Women's Cross Country
- Men's Golf
- Women's Golf
- Men's Soccer
- Women's Soccer
- Women's Softball
- Men's Tennis
- Women's Tennis
- Women's Volleyball



ABOUT THE STRATEGIC PLAN

With the closing of the 2018-2021 plan, the Strategic Planning Committee reconvened with the task of developing a vision to lead the university through 2025. The Committee, representative of many areas on campus, assembled and began collaborating on the mission of the plan. The Committee reviewed the existing vision, mission, and strategic action steps developed by the Board of Trustees. This updated strategic plan paves the way for the new innovation, growth, and future development of the university. During the planning process, the Committee, through solicited input and meaningful collaboration from internal and external stakeholders, recognizes and honors the importance of transparency and shared governance. In response, we have created a document that is reflective of the needs and aspirations of the university and its relationship with both internal and external constituents. The Committee readily identified four strategic areas (goals) of focus and importance, as well as the tactical initiatives necessary for the achievement of these goals.

IMPLEMENTATION AND ASSESSMENT OF THE STRATEGIC PLAN

The implementation of the plan will include continuous monitoring and open communication. A process allowing for adjustment and refinement will be provided during the implementation phase to ensure benchmarks are met. Stakeholders are encouraged to communicate with Committee members about suggestions for change and improvement.

Progress of the adopted goals will occur annually to ensure positive growth and any redirection that should occur to maintain alignment with the goals. The Committee, including any changes in membership, will meet to revise the entire strategic plan in three years.

STRATEGIC PLANNING COMMITTEE

The Committee readily identified four University Imperatives, or areas of focus and importance, that are central across campus. Through these imperatives, University of the Southwest will strive to engage faculty, staff, students, and alumni through the highest standards of integrity and honor. Thinking big and working hard will be the driving forces leading to innovative and intentional changes for USW.

MEMBERS

- Amanda Guzman, **SW** of Student Affairs
- Brian Arnold, Director of Counseling and Career Services
- Dr. Brianna Lopez, **SW**
- Dr. Christine McNichols, IRB Chair
- Dr. Danny Kirkpatrick, Associate Professor of Christian Studies
- Dr. Keisha Tipton, Associate Dean of the College of Education
- Dr. Laura Hunt, Dean of the College of Education
- Paula Smith, Chief Financial Officer
- Dr. Ryan Tipton, Interim President
- Dr. Sandy Johnson, Department Chair – Education Licensure
- Sandy Wilkinson, Director of Financial Aid
- Steve Appel, **SW** of Athletics and Campus Facilities

OUR MISSION

University of the Southwest is a Christ-centered educational community dedicated to developing men and women for a lifetime of servant leadership by emphasizing individual faith, responsibility, and initiative.

OUR VALUES



FAITH

Teaching at University of the Southwest adheres to belief in God, in the Bible as the inspired Word of God, in Jesus Christ as the Son of God, and in the separation of church and state.

EXCELLENCE

University of the Southwest strives for excellence in academic curriculum, campus life programming, and student activities in a supportive educational community where freedom of thought and expression is honored and the demonstration of faith in acts of service is encouraged.

DIVERSITY AND INCLUSION

At University of the Southwest, students are instructed and mentored by a faculty and staff who demonstrate Christ-centered values and maintain an environment where students can live and work cooperatively, valuing the multiple cultures from which they come.

SERVICE

As a community of initiative, University of the Southwest challenges graduates to become enterprising members of our society contributing to the common good by advocating and participating in the productive commerce of free enterprise, the constitutional privilege of self-government, and the practical contributions of community service.

OUR GOALS

STRATEGIC GOAL 1:

Academic Excellence, Scholarship, and the Student Experience

Our university provides a premier educational experience by recruiting and retaining world-class faculty and staff who are; engaged in scholarship, committed to professional growth, and dedicated to improving the lives of others.

STRATEGIC GOAL 2:

Community Engagement, Inclusion, and Positive Social Impact

Our university develops programs and leads partnerships that are fully inclusive to our stakeholders, engaging to our community, and designed for positive social impact.

STRATEGIC GOAL 3:

Innovation and Institutional Effectiveness

Our university embraces change and creativity by seeking out innovative solutions to continuously monitor and improve operations and maximize institutional effectiveness.

STRATEGIC GOAL 4:

Stewardship of University Resources

As a private, faith-based, educational community, our university demonstrates servant leadership principles in its management, allocation, and oversight of institutional resources with a focus on sustainability and resilience.

STRATEGIC GOAL I

Academic Excellence, Scholarship, and the Student Experience

Our university provides a premier educational experience by recruiting and retaining world-class faculty and staff who are; engaged in scholarship, committed to professional growth, and dedicated to improving the lives of others.

To support this goal, USW will implement the following tactical initiatives by 2025:

Tactical Initiative 1.1 – *We prepare personnel for success through a formalized on-boarding process for new faculty and staff that includes a thorough review of organizational policy, departmental processes, peer mentorship, and job-specific technology training.*

Tactical Initiative 1.2 – *We recognize and reward faculty and staff who demonstrate exemplary scholarship or professional growth by providing competitive compensation and opportunities for career advancement, professional development, and formal training.*

Tactical Initiative 1.3 – *We support and train university stakeholders through a modern emergency response/crisis management plan that includes a functional organization-wide mental health and wellness program.*

Tactical Initiative 1.4 – *We prepare students for academic success and career-readiness with world-class programming, innovative experiential learning opportunities, professional mentoring/career-counseling, individualized lifetime learning plans, and consistent application of modern policies and procedures.*

Operational Focus:

Outcomes to Achieve: Increased faculty, staff, and student retention, increased personnel longevity and upward mobility, increase in new technology adoption.

Indicators to Monitor: Satisfaction rates as measured by personnel and student surveys, reduced turnover, wellness program participation rates, improved student graduation/retention rates.

STRATEGIC GOAL 2

Community Engagement, Inclusion, and Positive Social Impact

Our university develops programs and leads partnerships that are fully inclusive to our stakeholders, engaging to our community, and designed for positive social impact.

To support this goal, USW will implement the following tactical initiatives by 2025:

Tactical Initiative 2.1 – *We develop, grow, and nurture collaborative partnerships within the local community that enhance the learning experience for our students, and promotes talent retention and economic growth in the region.*

Tactical Initiative 2.2 – *Our faculty, staff, and students actively engage with community partners through supported volunteerism and local event attendance.*

Tactical Initiative 2.3 – *We support community development through institutional support of inclusive, accessible educational opportunities that promote lifetime learning, art, culture, industry knowledge, population mental and physical health, and spiritual well-being that appeal to a diverse group of constituents.*

Tactical Initiative 2.4 – *We respect the principles of shared governance through open, transparent decision-making, stakeholder representation and equity, operational accountability, and constituent input.*

Operational Focus:

Outcomes to Achieve: New partnerships and memoranda of understanding, increased internship opportunities for students, improved alumni participation, expanded local event programming, increased student participation in governance, new student organizations and campus activities.

Indicators to Monitor: Internship and post-graduation placement rates, event attendance and community volunteerism rates, alumni engagement and giving, co-curricular student engagement levels.

STRATEGIC GOAL 3

Innovation and Institutional Effectiveness

Our university embraces change and creativity by seeking out innovative solutions to continuously monitor and improve operations and maximize institutional effectiveness.

To support this goal, USW will implement the following tactical initiatives by 2025:

Tactical Initiative 3.1 – *We regularly evaluate and adjust our curricular, co-curricular, and extra-curricular program portfolio to ensure academic quality, industry relevance, and learning innovation.*

Tactical Initiative 3.2 – *Our organizational policies, processes, facilities, and technology infrastructure are consistently updated and modernized to support educational and operational excellence.*

Tactical Initiative 3.3 – *We routinely use data analytics to make informed, transparent decisions that improves student success, organizational strategy, and administrative effectiveness.*

Tactical Initiative 3.4 – *Our stakeholder communications, marketing and outreach efforts, and brand awareness campaigns highlight our mission, showcase our unique attributes, promote community engagement, and positively develop university awareness.*

Operational Focus:

Outcomes to Achieve: Increased efficiency and expanded automation of routine back-office processes, improved brand recognition, quicker and more accurate regulatory reporting, expanded use of educational pilot-projects, increased constituent engagement through ease of connected channels.

Indicators to Monitor: New website traffic and social media followers, annual program review metrics, new technology adoption rates, planning variances.

STRATEGIC GOAL 4

Stewardship of University Resources

As a private, faith-based, educational community, our university demonstrates servant leadership principles in its management, allocation, and oversight of institutional resources with a focus on sustainability and resilience.

To support this goal, USW will implement the following tactical initiatives by 2025:

Tactical Initiative 4.1 – *We develop, implement, and achieve a balanced annual budget that effectively supports the university’s strategic goals.*

Tactical Initiative 4.2 – *We review (annually) our staffing needs, expectations, and incentives, allowing the university to attract and retain top talent capable of meeting the needs of our students in an evolving educational environment.*

Tactical Initiative 4.3 – *We create and encourage a university culture of philanthropy and exploration that generates significant support for the university through donor gifts, grants aligned with our mission, and robust fundraising projects.*

Tactical Initiative 4.4 – *We maintain a modern campus through a responsible, strategic, capital improvements budget designed to meet the changing needs of the institution.*

Operational Focus:

Outcomes to Achieve: Increased stakeholder and partner giving, expanded grants received, increased margins evident on financial statements.

Indicators to Measure: Audited financials, grant requests submitted, average gift amounts in annual letter.



University of the Southwest admits students of any race, color, national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the institution. USW does not discriminate on the basis of race, color, national and ethnic origin, physical handicap, or sex in the administration of its educational policies, admission policies, scholarship and loan programs, athletics and other university-administered programs.

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