



SOUTHWESTERN ADVENTIST UNIVERSITY

SWAU

THE LEGACY PLAN

2024-2030





THE LEGACY PLAN 2024 - 2030



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A Word from Our President

The long-standing mission of Southwestern Adventist University is to prepare students to fulfill God's purpose in their lives through Christ-centered education that inspires them to continually seek knowledge, to hold fast to their faith, and to reach out in service to others.

We believe in the transformational power that occurs throughout the journey of Christ-centered education. We value a measure of success that celebrates not only the completion of a degree, but also the development of character and resilience. We desire to cultivate a campus atmosphere where values are woven into every aspect of life. This includes curricular integration across academic disciplines, a vibrant student life experience, and opportunities for personal spiritual growth that will influence the whole student.

The administrators, faculty, and staff at Southwestern Adventist University stand at the forefront of these endeavors, ensuring our curriculum remains rigorous and relevant, all while being firmly rooted in Christ's teachings. The Legacy Plan is a strategic plan designed to guide the institution forward, addressing the changing landscape of higher education and the needs of a new generation, while focusing on the core values that form the fabric of our campus experience.

The vision for the future defines a horizon that we aspire towards as we strive to distinguish our campus community. Southwestern Adventist University will be a Christ-forward, Student-centered, Vibrant Academic Community.

A handwritten signature in black ink that reads "A. Patterson". The signature is fluid and cursive, with a large, stylized initial "A".

Ana Patterson, '99
PRESIDENT

Mission

Inspiring knowledge, faith, and service through Christ-centered education.

Vision

Southwestern Adventist University aspires to be a Christ-forward, Student-centered, Vibrant Academic Community.





The foundation of our academic efforts is based on our Christian faith; it is a pillar of our university and sets the tone for every aspect of our work with students, faculty, and the communities we serve.



Our Values

The empowering nature of God's Word

Continually seek and be guided by wisdom.

The mercy and justice of God

Strive to live with complete integrity and without fear.

The blessings of God

Be good stewards of time, talents, and the resources God places in our care.

The image of God in all humanity

Foster relationships and a culture of service within and beyond our university community.

The forgiveness of God

Act with humility and be understanding of others' limitations.

The transformative power of God's love

Unselfishly serve and defend those in need through acts of care and compassion.

The eternal plans of God

Remain forever faithful.



Overarching Goals



Supportive Environment

We invest in initiatives and partnerships that strengthen our campus and community



Purposeful Engagement

We seek to design a campus experience that cultivates a culture of engagement



Thriving Enrollment and Completion

We commit to a vibrant enrollment that fosters academic success and completion



Transformative Academics

We focus on creating an academic environment that challenges students to grow

Goal 1

Supportive Environment

1

Objective 1

Develop and maintain sustainable programs and activities that enhance fiscal responsibility to carry out our mission

.....

- Strive for a minimum 2% annual FFTE growth.
- Design a financial structure that offers competitive tuition pricing and expands access.
- Expand alternative revenue sources that support initiatives to increase access and affordability.
- Build a culture of philanthropy that supports advancement and development.

2

Objective 2

Build innovative physical infrastructure based on the masterplan to support an enduring campus experience

.....

- Update facilities master plan across the campus to align with the university's strategic priorities.
- Continuously evaluate and maintain current buildings to meet standards that support the campus experience.
- Identify future capital projects that meet university needs and expand opportunities for growth.

// GOAL 1 //

**Invest in initiatives and partnerships that
strengthen our campus and community****3****Objective 3**

**Utilize cost efficient systems
to sustain and measure
effectiveness**

-
- Implement an evaluation system to measure strategic plan initiatives.
 - Improve workflow processes that meet internal and external requirements for the purposes of accreditation and compliance.
 - Explore and reconfigure an integrated IT system where appropriate with our university stakeholders to meet its ever-demanding needs for efficiency and accuracy.

4**Objective 4**

**Build partnerships to sustain
and grow campus wide
initiatives**

-
- Grow partnerships with organizations to increase visibility of the institution and financial support to the institution through the local community.
 - Collaborate with the Southwestern Union and conferences to support and expand initiatives for youth and young adults.
 - Foster a thriving and engaged Southwestern Adventist University alumni community.

Goal 2

Purposeful Engagement

1

Objective 1

Develop and sustain a Christ-forward culture that supports the needs of students, faculty, and staff to foster a sense of belonging

.....

- Design and implement programs and activities to maintain and strengthen a Christ-centered culture to promote a sense of belonging.
- Design programs and initiatives to promote a working environment that supports the needs of employees as they seek to explore and live the mission of Southwestern Adventist University.
- Create relevant initiatives and opportunities to sustain a Christian identity and atmosphere to foster a sense of community.

2

Objective 2

Cultivate and sustain a vibrant culture of service and engagement across our campus and community

.....

- Develop and implement ongoing programs for service engagement.
- Integrate service and engagement initiatives throughout the campus experience.
- Support for students, faculty, staff and administrators to engage and lead in mission initiatives.

// GOAL 2 //

Seek to design a campus experience that cultivates a culture of engagement

3

Objective 3

Foster Mentoring Relationships with Students

- Prioritize integration of faith in the classroom
- Create and support opportunities for faculty and student engagement outside of the classroom
- Champion opportunities for active mentorship



Goal 3

Thriving Enrollment and Completion

1

Objective 1

Increase overall enrollment of 5% annually throughout the legacy plan

- Develop and implement a Strategic Recruitment Initiative (SRI) to reach prospective students attending Seventh-day Adventist academies and public schools.
- Review and implement a comprehensive plan to improve and promote the SWAUOnline program.
- Improve and maintain a quality dual enrollment program for high school students.
- Support the working relationships between Enrollment and Academic Departments.

2

Objective 2

Provide Expanded Academic Support

- Improve and expand assessment measures to identify at-risk students.
- Connect students with appropriate tutoring services.
- Provide institutional support for wraparound services.

// GOAL 3 //

We commit to a vibrant enrollment that fosters academic success and completion

3

Objective 3

Increase graduation and completion rates by a minimum of 5 percentage points over 5 years

- Establish protocols to evaluate graduation and completion rates.
- Maximize the academic advisement process to support persistence.
- Evaluate options to leverage programs and offerings that support completion.
- Design, implement, and finance a comprehensive retention plan that serves a diverse student population.
- Expand financial-aid education for students and families.

4

Objective 4

Maintain and develop value-added learning experiences for students

- Provide and expand access to programs and experiences that enhance career preparedness.
- Promote student involvement in outreach that broadens student worldviews.
- Champion leadership development through extracurricular activities

Goal 4

Transformative Academics

1

Objective 1

Enhance Quality Academic Programs

.....

- Activate student engagement in the classroom.
- Promote critical thinking across the curriculum.
- Develop strategies to address Artificial Intelligence trends in Higher Education.
- Explore opportunities for cross-disciplinary engagement.
- Support the Quality Enhancement Plan: Knight Readers.

2

Objective 2

Promote Faculty and Student Involvement with in-depth Projects

.....

- Develop student involvement in Research Projects.
- Foster expansion of the Honors Program.
- Promote and increase involvement in student organizations and clubs.
- Support and expand department level programs.

// GOAL 4 //

**We focus on creating an academic environment
that challenges students to grow**



3

Objective 3

**Invest in faculty development
and retention**

- Provide faculty training that enhances pedagogical practice.
- Recognize and reward excellence.
- Cultivate spiritual support and resilience.



CARLOS J. CRAIG

CHAIRMAN OF THE BOARD OF TRUSTEES

A handwritten signature in black ink, appearing to read 'Carlos J. Craig'.

Advancing God's Work: A Call to Commitment in Adventist Higher Education

The work of educating young minds to be successful in this world, yet more importantly in the world above, has become increasingly more challenging and demanding. The enemy of righteousness is working feverishly to thwart and detain from within and from without the efforts being put forth to advance and enhance Adventist Higher Education in its multiplicity of facets. If we are not assisting in the advancement of God's Work, we are hindering it. The days, months, and years that lie ahead of this great institution are laden with opportunities.

As we work together to hear God's voice of direction and implement the heavenly principles of success in the operations of this institution, much prayer, dedication, and commitment will be vital to the accomplishment of the goal before us.

Whether we are students, the family of students, faculty, staff, administration or board members, our mission is to bring honor and glory to God's name in all we do and strive to accomplish. I, for one, look forward to being a witness to what God so greatly desires to accomplish through this University that He brought into existence and most assuredly has the power to prosper by His grace.

Douglas Bowyer
Entrepreneur/CEO

Stephen Brooks
Church Administrator

Carlton P. Byrd
Church Administrator

Carol Campbell
Church Administrator

Lee-Roy Chacón
Church Administrator

Carlos J. Craig, Chair
Church Administrator

Barbara Incardona Damron
University Administrator

Elton DeMoraes
Church Administrator

Richard C. Dye, Sr.
Church Administrator

Edmund Fry II
Entrepreneur/CEO

Todd Goodman
Hospital Administrator

Penny L. Johnson
Hospital Administrator

Kenneth R. Medlock
Entrepreneur/CEO

Charles Mitchell
Physician

Sheree Parris Nudd
Administrator Services Consultant

John Page
Church Administrator

Ana Patterson
SWAU President

Billy Pechero
Physician

Wayne Powell
Entrepreneur/CEO

Arthur L. Rice
Financial Consultant

Renee Sensabaugh
Entrepreneur/Director

James Shires
Church Administrator

Nerv Thomas
Entrepreneur/CEO

Lili Gil Valletta
Entrepreneur/CEO

Timothy A. Whitley
Lawyer

Charlie Wilson
Entrepreneur

Tim Bainum (Honorary Member)
Physician/CEO

Max A. Treviño (Honorary Member)
Retired Church Administrator



SOUTHWESTERN
ADVENTIST UNIVERSITY

