

Concern 0:

If we go down this path, there will be **no** high-quality institution focused exclusively on undergraduate, residential, Christian, liberal arts education. (Correct me if I'm wrong.)

I suppose we went off that road when we developed a credential program in education. I believe that was before I came to Westmont.

Amelioration 0:

I can't think of any "guardrails" that could be put in place that would make me feel any better about this.

Concern 1:

Programs outside the mission divert energy, resources, and attention away from the mission.

Amelioration 1:

Any significant resources directed toward new programs that are not clearly within the mission are matched by resources directed toward something that is unambiguously undergraduate, residential, Christian, and liberal arts. For example, if a major gift is given in support of post-baccalaureate certificates, it is paired with a comparable gift supporting something that is clearly undergraduate, residential, Christian, and liberal arts. As a second example, if a professorship or student scholarship in a professional area is endowed (the engineering proposal stated that the new faculty would be endowed), it is paired with an endowed professorship or student scholarship in the arts and sciences. If we could request something similar for student-recruiting efforts, I would advocate for that, too.

Concern 2:

Programs initiated to bring in revenue eventually generate their own constituency and persist even though they are not profitable.

Amelioration 2:

Every program started that is not clearly within the mission sets revenue targets including net funds to be returned to the budget and a time by which it will occur (3 years?). If the goal is not met, the program is terminated. All people hired for the program are made aware of this policy.

Concern 3:

Our reputation (brand) will be diminished if we start too many programs outside our traditional mission. We will no longer be "**The** Christian Liberal Arts College."

Amelioration 3:

Programs outside the traditional mission are as separate as possible from the undergraduate college. Perhaps there could be a Kerr School of Professional Studies that shares our board but has a separate faculty. (Will this be sufficient to prevent external agencies such as the Carnegie Classification or U.S. News and World Report from changing our classification? How would they feel about all their revenue going to Westmont College? There would also be disadvantages to giving up control.)