



HENDRIX
COLLEGE

Strategic Plan

2015 – 2020

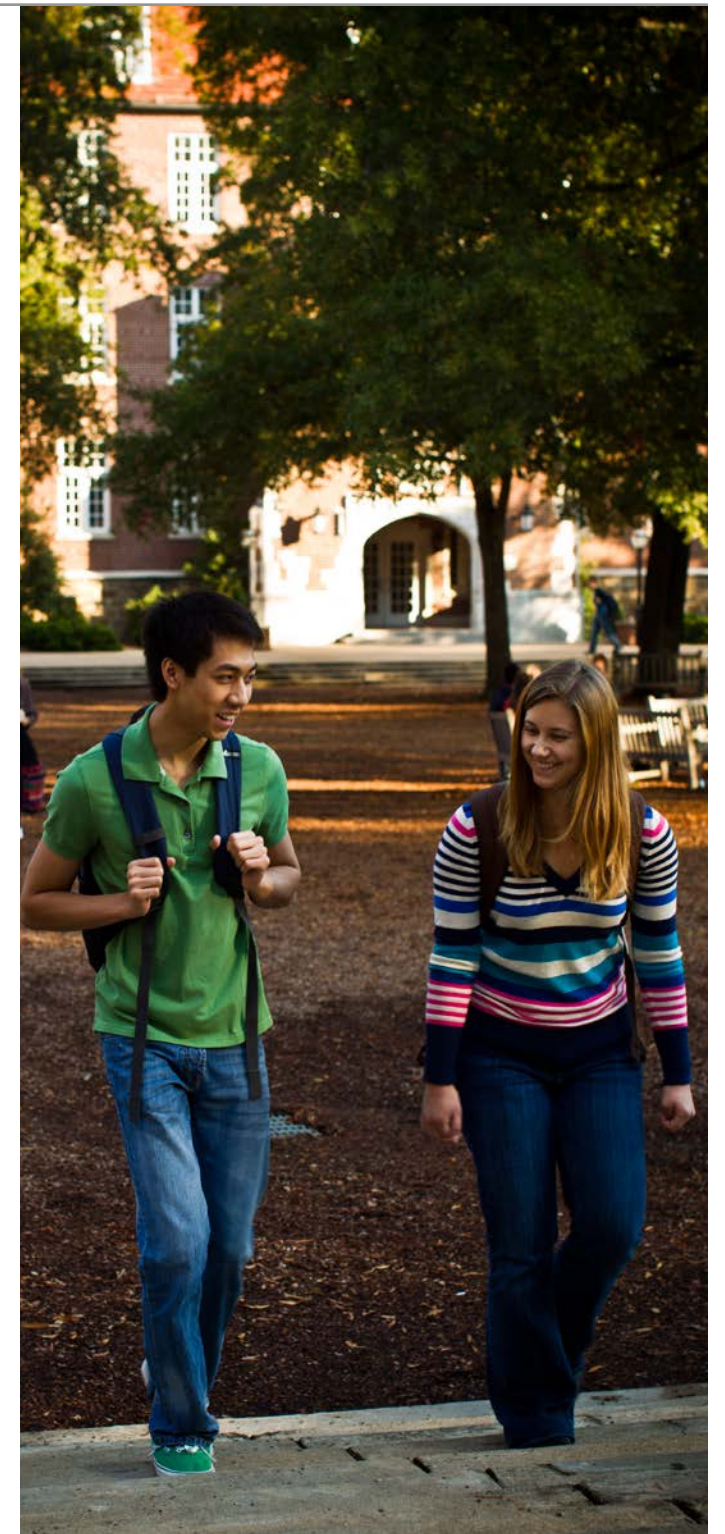




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Message from the President

Great institutions don't just educate students. They inspire them.

For more than a century, Hendrix College has helped students develop their fullest potential and inspired them to lead lives of accomplishment, integrity, service, and joy.

As an institution and as a community, we have accomplished this by staying both rooted in the liberal arts tradition and at the forefront of American higher education.

Our liberal arts heritage anchors us, keeping our focus on cultivating qualities – creativity, empathy, informed deliberation, reflection, and rigorous inquiry – of timeless importance.

And our progressive spirit challenges us to better serve our students and our world.

As we look to the future, we should take care not to rush down the path of expediency or conformity. We should look instead to those values that made Hendrix into one of the nation's top liberal arts colleges and strive in the years ahead to affirm our historic identity and strengthen our distinctive character.

And we must also do even better than what we do best: offering a broad and rigorous liberal arts education that is high-touch, personalized, and labor-intensive. We must remain committed to engaged learning that links the classroom to the world beyond and dedicated to cultivating the whole person (intellectually, spiritually, and physically) in an intimate, supportive community.

Our extended family – alumni, faculty, friends, staff, students, and Trustees – came together to discuss how we continue to be Hendrix and to dream how we become a better version of Hendrix. This strategic plan is a result of our collective aspirations and will guide our focus over the next five years.

We want a more diverse and inclusive community. We want to ensure that a Hendrix education remains within reach of every talented, promising




young person. We want to build a stronger relationship with our state and the central Arkansas community. We want an even greater emphasis on faculty development, interdisciplinary connections, and research that engages both students and faculty. We want to improve our facilities to give prospective students a warmer welcome, to provide new and renovated residence halls, and to bring the creative energy of music and the visual arts to the very center of campus. We want to enhance the stature, vitality, and impact of the Hendrix-Murphy Programs in Literature and Language. And we want to make sure students not only graduate in four years but also leave Hendrix with professional experiences that successfully prepare them for careers and life after graduation.

Attaining these goals will not be easy. Existing resources will need to be used even more efficiently and new streams of support will need to be developed. All those who care about Hendrix – faculty and staff, students and alumni, trustees and supporters in the community – will be called upon to work together more intensively than ever before. We will need commitment and creativity, focus and flexibility. And we will need stamina and more than a little good luck.

To make a college as great as Hendrix even better is a tall order, but this strategic plan charts our course to a future of even greater distinction, leadership in higher education, and service to our community, our state, our nation, and the world.

William M. Tsutsui
President and Professor of History



"As we look ahead, we must imagine
a future where Hendrix is a model
of diversity and inclusion, not just
among liberal arts colleges, not
just for Arkansas, but for our entire
troubled and divided nation."

William M. Tsutsui
"Be Hendrix," April 18, 2015



Vision

"As we look ahead, and as we consider the almost countless possibilities before the College, I believe that we need first to feed the core to ensure that we continue to be the best that we can be.

"This means intensive rather than extensive growth, deepening and strengthening our ability to do even better what we already do so well, not spreading ourselves thinner in a proliferation of new directions that dissipate our energies and distract our concentration from our fundamental mission and proven strengths.

"This means focus rather than flash; small-ball rather than home-run swings; deep, meaningful growth rather than ever more and ever bigger."

William M. Tsutsui
"Be Hendrix," April 18, 2015

Hendrix is a rare and magical place because it continues to deliver on a proven formula that has served its students well and distinguished it in Arkansas and nationally for well more than a century.

But we cannot ignore that we live in very challenging times for American higher education. More than ever before, colleges and universities are being taken to task in the media and around kitchen tables all over the country for costing too much and delivering too little, for not preparing graduates adequately for employment, and for being tone-deaf to the concerns of students and families and to the changing demands of the marketplace.

At this moment of crisis and uncertainty for American higher education, we cannot lose faith in who we are, turn away from our historic mission, or aspire to be something that we are not. Now is not the time for us to jump on any shiny new educational bandwagons or to slavishly copy others simply because everyone else is doing it and it seems the safe thing to try. As we look

ahead, our plan is to not to forget our past, not to forget our student-centered mission, and not to forget the values and standards and educational philosophy that got us where we are.

Over the next five years, we will affirm the historic character, rigorous liberal arts experience, and supportive community of Hendrix College. We will continue to focus on educating the whole person and nurturing the free-thinking individuality that has long characterized Hendrix. We will honor both our role as a national liberal arts college and our commitment to Arkansas, celebrating the strong roots and vibrant connections of Hendrix to our home state. We will celebrate our United Methodist heritage and role as a church-related college by continuing to provide curricular and co-curricular programs that encourage the integration of intellect and faith, learning and spiritual discernment. We will continue to affirm the integral role of wellness and intercollegiate athletics in the Hendrix experience and our dedication to the growth of the whole person.

Over the next five years, we will enhance each stage of the student life cycle on campus, from improving the experience of recruits coming to Conway for the first time to increasing further our already high graduation rates to preparing graduates better for life and career with expanded internship and research opportunities. We will feed the core of our academic programs, touching all students and faculty with a new Center for Teaching and Learning, promoting interdisciplinary collaborations, elevating the Hendrix-Murphy Foundation programs, and growing both our student body and our investment in people and facilities. We will be assertive in opening the gates of Hendrix wider, promoting diversity across campus and striving for a truly inclusive, accepting community.

The way forward for us is to strengthen the core of who we are, what we do best, and what really makes us unique: Hendrix is and will be a small and supportive community, made up of thoughtful, independent-minded individuals, strengthened by a dynamic relationship with the United Methodist Church and by our roots in Arkansas, within the reach financially of all talented young people, rich in diversity, genuinely inclusive, and dedicated at its very heart to a rigorous liberal arts education as the best preparation for life and career. Hendrix is and will be a college of character that builds character.

Goals and Objectives

Enhancing the Student Life Cycle

From recruiting prospective students to preparing graduates for life after college, each moment in the life cycle of students is critically important. Over the next five years, Hendrix will invest in each step, from improving our first impression to affirming the lifelong value of our students' four years at Hendrix.

A NEW WELCOME CENTER

Over the next five years, Hendrix will build a new Welcome Center to replace Ellis Hall. Though the 101-year-old building is full of history and charm, Ellis Hall is a woefully inadequate first impression of Hendrix for the thousands of prospective students and their families who visit the Offices of Admission and Financial Aid every year. As the number of applicants continues to grow, we must find a more appropriate use for Ellis Hall and build a welcoming and efficient space to recruit students effectively.



- A new state-of-the-art facility, on the site of the current Raney Building, will create a striking local landmark at the most visible corner of the campus, be a welcoming front door to the college, and provide a vibrant focal point for student recruitment where we can roll out the orange carpet for future generations of Hendrix students.
- Adjacent to the Welcome Center, the pedestrian bridge that has spanned Harkrider for decades will be thoroughly renovated and enhanced to complement the historic architecture of the Hendrix campus. The enhanced bridge will harmoniously connect academic, residential, student life, and wellness and athletics facilities.

RETENTION AND GRADUATION RATES

Over the coming five years the College will have an institution-wide focus on improved retention and higher four- and six-year graduation rates, using data-driven analysis and utilizing targeted, cost-effective strategies.

- Develop a Four-Year Graduation Guarantee Program to launch for the class entering in fall 2016.
- Review the curriculum, including Odyssey, and advising programs to support retention and graduation rates.
- Review Student Affairs-related services directly related to retention, including increasing counselors to two full-time positions as resources permit.
- Hire a full-time professional position for institutional research to collect, compile, and analyze academic, institutional, and student data.
- Restructure and empower internal committees related to retention and graduation rates.

INTERNSHIPS

The Office of Academic Affairs supervised 147 student interns during fiscal year 2014-2015, a 25% increase from the previous year.

More than 60 percent of Class of 2015 graduates reported completing an internship while at Hendrix. More than 90% found that experience helpful in formulating their post-graduation plan.

In Arkansas

Axiom Corp., Arkansas Educational Television Network, Hewlett-Packard, Arkansas Children's Hospital Research Institute Childhood Obesity Research Program, Arkansas Attorney General's Office, the Clinton Presidential Center and Foundation Offices, and Heifer International.

Nationally

The Smithsonian Museum of Natural History in Washington, D.C.; Woods Hole Oceanographic Institution in Woods Hole, Massachusetts; Slow Food USA in Brooklyn, New York; Ohio State University James Cancer Center in Columbus, Ohio; and Oregon National Primate Research Center in Beaverton, Oregon.

Internationally

China Everbright Bank in Kunming, China; Ghana Heritage Conservation Trust in Cape Coast, Ghana; The Little Museum in Dublin, Ireland; Kalu Yala in Bella Vista, Panama; and TSL Digital Ltd in London.

- Study the transfer-student experience to explore ways to improve academic and social integration and ensure transfer students enjoy the full benefits of a Hendrix education.

CAREER PREPARATION

Over the coming five years Hendrix will refine and enhance its support structure for students in career discovery and preparation, with the goal of being at the forefront of liberal arts colleges nationwide in graduating students ready for graduate training or career-focused employment.

- Increase the proportion of students who have an internship or summer research experience by the time they graduate, with an ultimate goal of 100% participation.

- Increase internship opportunities by building partnerships with corporations, non-profits, institutions, and government agencies, locally and regionally, that support career exploration.

- Better mobilize alumni, parents, and current and former members of the Board of Trustees to provide networks and opportunities for students exploring career options.

- Explore the establishment of a Center for Life After Hendrix, based on best practices nationally, that provides additional student-focused programs related to career preparation and facilitates intentional student exploration of career and graduate study options.

Key Metrics

- ◆ The four-year graduation rate will reach at least 70% by 2020.
- ◆ The percentage of students completing internships and summer research experiences will reach at least 80% by 2020.

Other Metrics

- ◆ Retention rates.
- ◆ Enrollment and retention of transfer students.
- ◆ Student satisfaction with career services and internship opportunities.
- ◆ Number of partnerships providing internships for Hendrix students.



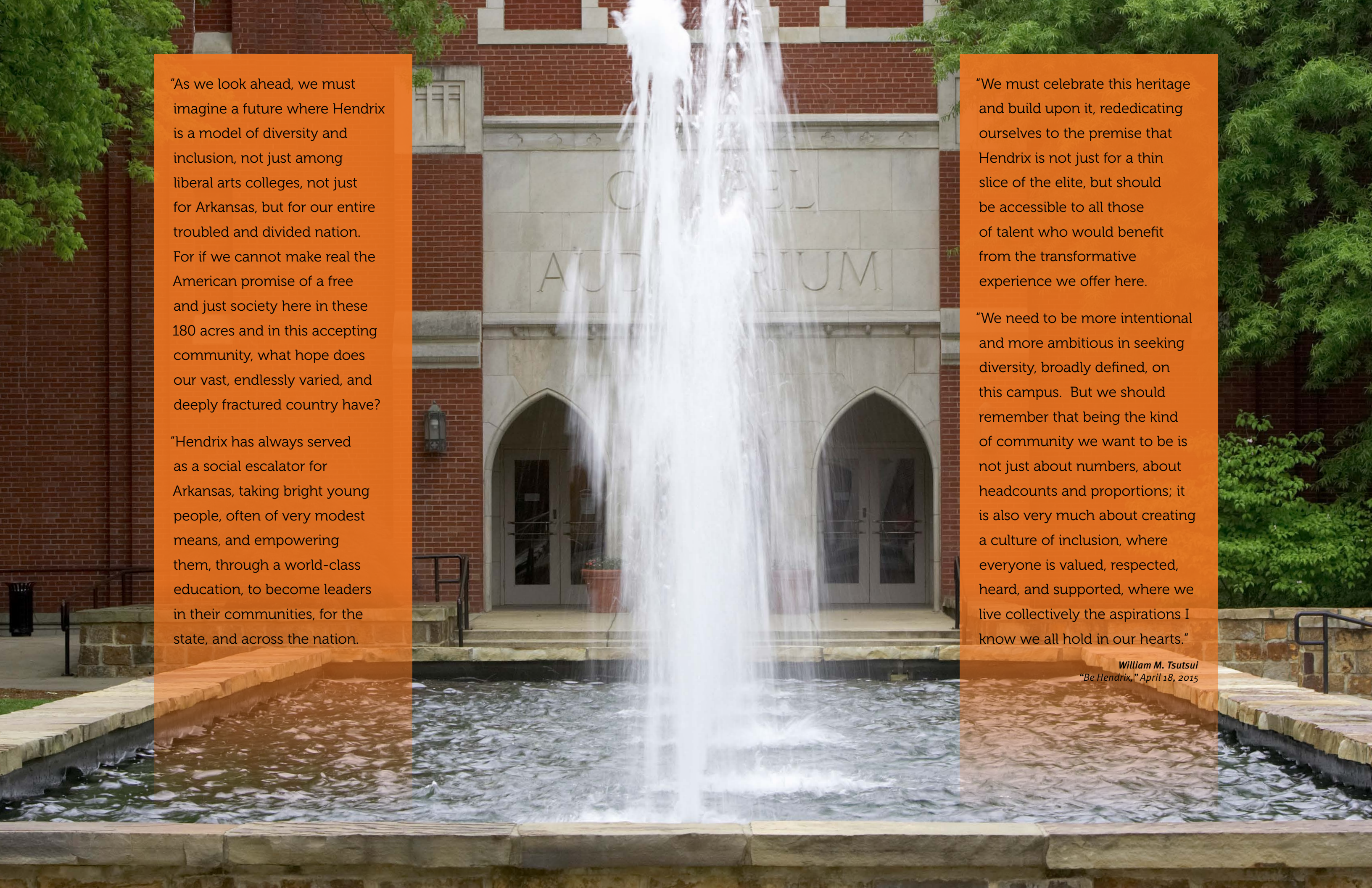
Feeding the Core

The teaching and learning that define Hendrix must never be taken for granted. Programs that have enriched the student and faculty experience for decades should not only be celebrated, but must also be strengthened. Above all, our commitment to a demanding liberal arts education must never waiver. And to be the best that we can be, Hendrix must ensure that those who dedicate their careers to the College and our students are adequately rewarded and that our facilities fully support our core mission of preparing young people for lives of meaning, distinction, and service.

ACADEMIC PROGRAMS & INTERDISCIPLINARITY

Over the coming five years the College will nourish and grow its core programs in the liberal arts, stressing faculty development in teaching and learning, interdisciplinary connections, and a strengthening of student and faculty research support.

- Establish a new Center for Teaching and Learning that will coordinate faculty development activities and be a national model in applying the findings of cognitive science in a liberal arts environment.
- Review existing interdisciplinary programs and focus support on those with the most student and faculty interest, those that best leverage the existing strengths of the institution, and those that set Hendrix apart from other colleges and universities.
- Continue to assess and adapt the Odyssey Program to ensure that it remains at the forefront of engaged learning programs at American colleges and universities.



"As we look ahead, we must imagine a future where Hendrix is a model of diversity and inclusion, not just among liberal arts colleges, not just for Arkansas, but for our entire troubled and divided nation. For if we cannot make real the American promise of a free and just society here in these 180 acres and in this accepting community, what hope does our vast, endlessly varied, and deeply fractured country have?"

"Hendrix has always served as a social escalator for Arkansas, taking bright young people, often of very modest means, and empowering them, through a world-class education, to become leaders in their communities, for the state, and across the nation."

"We must celebrate this heritage and build upon it, rededicating ourselves to the premise that Hendrix is not just for a thin slice of the elite, but should be accessible to all those of talent who would benefit from the transformative experience we offer here."

"We need to be more intentional and more ambitious in seeking diversity, broadly defined, on this campus. But we should remember that being the kind of community we want to be is not just about numbers, about headcounts and proportions; it is also very much about creating a culture of inclusion, where everyone is valued, respected, heard, and supported, where we live collectively the aspirations I know we all hold in our hearts."

William M. Tsutsui
"Be Hendrix," April 18, 2015

ODYSSEY

Launched in 2005, the Hendrix Odyssey Program has become the model for engaged learning initiatives in higher education. The six Odyssey categories are Artistic Creativity, Global Awareness, Service to the World, Professional and Leadership Development, Undergraduate Research, and Special Projects. Students can earn Odyssey credits through Odyssey-coded courses, pre-approved activities, and custom-designed projects.

- By fall 2015, the Odyssey database had 18,224 entries, comprising 3,640 pre-approved activities, 4,294 projects, and 10,289 pre-approved courses.
- Since inception, 957 student and faculty projects have been funded with more than \$3 million in Odyssey grants awarded. About 67 percent of requests receive funding, at an average of 85 percent of what they request.
- Odyssey projects have occurred on all continents, except Antarctica.

NATIONAL RECOGNITION

Hendrix is listed #10 among the “Most Innovative” liberal arts colleges and one of the top 30 liberal arts colleges recognized for “A Strong Commitment to Undergraduate Teaching” in the 2016 *U.S. News & World Report Best Colleges*. Hendrix ranked 82nd among the country’s top 100 liberal arts colleges in the 2016 *U.S. News & World Report Best Colleges* and is the only top 100 nationally ranked liberal arts college in Arkansas featured in the *U.S. News* rankings.

- Explore the creation of post-baccalaureate and master’s programs that build on Hendrix’s academic strengths and could provide substantial pre-professional value to students, building on the established success of the M.A. in Accounting.
 - Use new faculty hires to create bridges between academic departments and develop new areas of curricular focus. Fields that might be considered include Environmental Science/Geosciences, Applied Mathematics, Engineering, and Behavioral Economics.
 - Explore ways of strengthening programs in existing areas of high interest and timeliness (such as Entrepreneurship and Innovation, Gender and Sexuality Studies, Public Policy, and Film Studies) and areas of rising academic and global significance where Hendrix should have a higher profile (Social Justice and Human Rights, Engineering, Digital Humanities, Sustainability Studies).
 - Work toward the creation of a coordinated, campus-wide summer research program.
 - Add a staff position to support sponsored research, as resources allow.
- Ensure Hendrix-Murphy programs extend broadly across campus as well as offering depth in the intensive study of literature and language.
 - Develop a Murphy Scholars Program open to students in all majors, one aspect of which will be Oxford-style tutorials, providing intensive, intimate learning experiences in language and literature that develop skills in reading, writing, and public speaking.
 - Build upon the historic success of the Hendrix-Murphy Foundation in bringing distinguished visitors to campus by focusing on longer, multiple, and more engaged visits by leading writers, poets, directors, and scholars in literature and language.
 - Foster a lively, ongoing, and inclusive conversation about literature and language across campus.
 - Raise Hendrix’s profile in literature and language, and the humanities more generally, among prospective students, in Arkansas, and among national liberal arts colleges.

HENDRIX-MURPHY FOUNDATION

Over the coming five years the Hendrix-Murphy Foundation Programs in Literature and Language will be elevated as one of the most distinctive and enriching aspects of Hendrix College for students and faculty.

SMART GROWTH

Over the coming five years Hendrix will be intentional about the growth of the student body to preserve the College’s intimate sense of community and to encourage close student and faculty interaction, personalized attention and support, and a superior teaching and learning environment.

- Achieve modest enrollment growth with a goal of 1,500 students, providing a financially sustainable headcount and optimizing the utilization of our physical and human capital, while preserving our close and tightly knit campus community.
- Preserve a 12:1 student-to-faculty ratio, moving incrementally toward 11:1 as resources allow.

HUMAN CAPITAL

Over the coming five years, Hendrix must make meaningful and measurable progress in increasing the compensation of our personnel at all levels of the institution.

- Invest in our faculty and staff by increasing faculty salaries at all ranks to at least the median of peer institutions within five years, with a longer-term goal of maintaining salary levels at the top of our peer group.
- Enhance our salary pool to address compression, equity, and merit issues; maintain staff salaries at a level competitive with the local labor market.
- Incrementally raise the compensation floor for full-time staff to \$10/hour.

THE CREATIVE QUAD AND HERITAGE RESIDENCE HALLS

Over the coming five years the College will begin a revitalization of its residential core and re-center creative pursuits at the physical core of campus. We will create a vibrant new complex to celebrate our heritage as a residential college, promote the arts and music, and strengthen our commitment to living and learning as a community.

- On the footprint of Hulen Hall, we will build a new Creative Quad that will incorporate student housing with music practice facilities and faculty offices, an industry-standard film screening room, and an art gallery. This major new capital project will bring to the very heart of campus the best outcomes of mixed-use building – dynamism and an immersive living and learning environment – that have already proven their value to a liberal arts campus at The Village at Hendrix.
- The new Creative Quad will provide essential student housing on campus while we begin the lengthy process of renovating and updating the six heritage residence halls.
- In addition to the new Creative Quad and heritage residence hall projects, we will repurpose Ellis Hall and Trieschmann Hall, explore the replacement of outdoor tennis courts and the benefits of a new general indoor practice facility, and continue campus beautification projects.

TOP OF THE LIST

The National Science Foundation lists Hendrix as 30th in the nation for Ph.D. completion (against more than 1,500 institutions) with almost 9.5 doctorates per 100 bachelor’s degrees. Hendrix ranks #10 in psychology, #23 in physical sciences doctorates, #30 in the humanities, #35 in life sciences doctorates, and #38 in mathematics and computer science doctorates.



Key Metrics

- ◆ The programs of the Center for Teaching and Learning will touch all faculty and students at Hendrix.
- ◆ Faculty salaries will reach the median of peer institutions by 2020.
- ◆ Total enrollment will reach 1,500 by 2020.

Other Metrics

- ◆ Sponsored research funding.
- ◆ Student and faculty participation in summer research.
- ◆ Number of applicants to Murphy Scholars Program. Number of Murphy Scholars.
- ◆ Student-to-faculty ratio.



Opening the Gates Wider

The Hendrix community has a well-earned reputation in Arkansas for its rigorous academic program, its history of preparing young people from all backgrounds for lives of meaning, and its culture of acceptance, openness, and progressive thought. But at a time of widespread concern over the cost of higher education, Hendrix must redouble its efforts to make our education affordable and accessible to all students. And at a time when America is struggling to build a broadly and genuinely inclusive society, Hendrix must work even harder to ensure that our community is diverse and accepting of all. We must also be intentional in celebrating and strengthening our ties to our home city, state, and region.

DIVERSITY AND INCLUSION

Over the coming five years the College will strive for a Hendrix that looks more like Arkansas and the nation by designing and implementing assertive and sustainable programs to increase diversity and ensure inclusion at all levels of the institution: the student body, faculty, staff, upper administration, and Board of Trustees.

- Continue to expand the Hendrix Aspire Scholarship network of partnerships and accessibility and affordability initiatives that strengthen diversity on campus. We must also ensure the students attending Hendrix as a result of these initiatives have the support they need to succeed.
- Establish a Center for Inclusive Community that provides systematic programming and training, ensures continuity in initiatives, advises on campus policy, and helps facilitate curricular connections in multicultural affairs and issues related to gender and sexuality.
- Designate a Chief Diversity Officer on the Senior Leadership Team.

- Implement regular, systematic training for faculty and staff on issues of diversity and inclusion.
- Commit to conducting a comprehensive campus climate survey on an ongoing, regular basis and to using the results to shape institutional priorities and policies.
- Explore the establishment of a summer pre-baccalaureate program for high school juniors in diverse populations, with an emphasis on research experiences (perhaps coordinated with new campus-wide summer research programs). We will also explore the development of an intensive summer program for incoming students to learn and practice study skills, time management techniques, and other habits that will contribute to their success at Hendrix.
- Regularly review orientation programs for students related to diversity and inclusion to ensure they are consistent with national best practices.
- Continue active efforts to recruit international students and work to ensure their full inclusion in the campus community.

OWNING LITTLE ROCK AND ARKANSAS

Over the coming five years the College will engage more intentionally and effectively with our home city, region, and state, building meaningful partnerships and creating high-impact programming that provides opportunities for students, supports the larger community, and raises Hendrix's profile in Conway, Little Rock, and Arkansas.



- Develop a campus-wide strategy on community outreach and partnerships. Explore the creation of a Coordinator/Office/Center for Community Partnerships.
- Tell Hendrix's story better and work to increase media visibility. Raise the profile of Campus Kitty as a focal point of Hendrix student engagement with Central Arkansas. Build on the success of TEDxHendrixCollege and firmly establish its presence as the premier TEDx event in Central Arkansas and statewide. Consider establishing regular, high-profile events in Little Rock (such as a speaker series), perhaps in partnership with a local institution.
- Find means of encouraging and supporting students, faculty, and staff in engaging more actively in the public sphere.

HENDRIX ASPIRE SCHOLARSHIPS

Introduced in spring 2015, Hendrix Aspire Scholarships underline our commitment to accessibility and diversity by reaching out to those with the greatest financial need. The scholarships cover up to full cost of attendance (tuition, fees, on-campus housing and meals, and other expenses) for Federal Pell Grant-eligible students from partner institutions and organizations.

Partners include KIPP Delta Public Schools, Arkansas Commitment, Little Rock Central High School, Catholic High School for Boys, and Mount St. Mary Academy. Also, the League of United Latin American Citizens (LULAC) and Hendrix offer a matching scholarship of \$5,000 for Latino/Latina students. Hendrix also provides academic support services to ensure that Hendrix Aspire Scholarship recipients graduate in four years.

**HENDRIX
ARKANSAS
ADVANTAGE**

One hundred and sixty new Hendrix College students (40 percent of the class of 2019) benefited from the Hendrix Arkansas Advantage financial assistance program for in-state students. Launched last year, the Hendrix Arkansas Advantage covers 100 percent of demonstrated financial need for Arkansas high school seniors.

The class of 2019 includes the highest percentage of home-grown talent in more than a decade, and the average aid package for new students benefiting from the Hendrix Arkansas Advantage was nearly \$40,000 in grant aid alone, not including loans or work study.

Academic requirements include a 3.6 or higher GPA and 27 ACT or above or 1200 SAT or above. The Hendrix Arkansas Advantage will meet students' full demonstrated financial need through all forms of financial assistance, including merit scholarships, need-based grants, federal and state grants, federal student loans, and student employment.

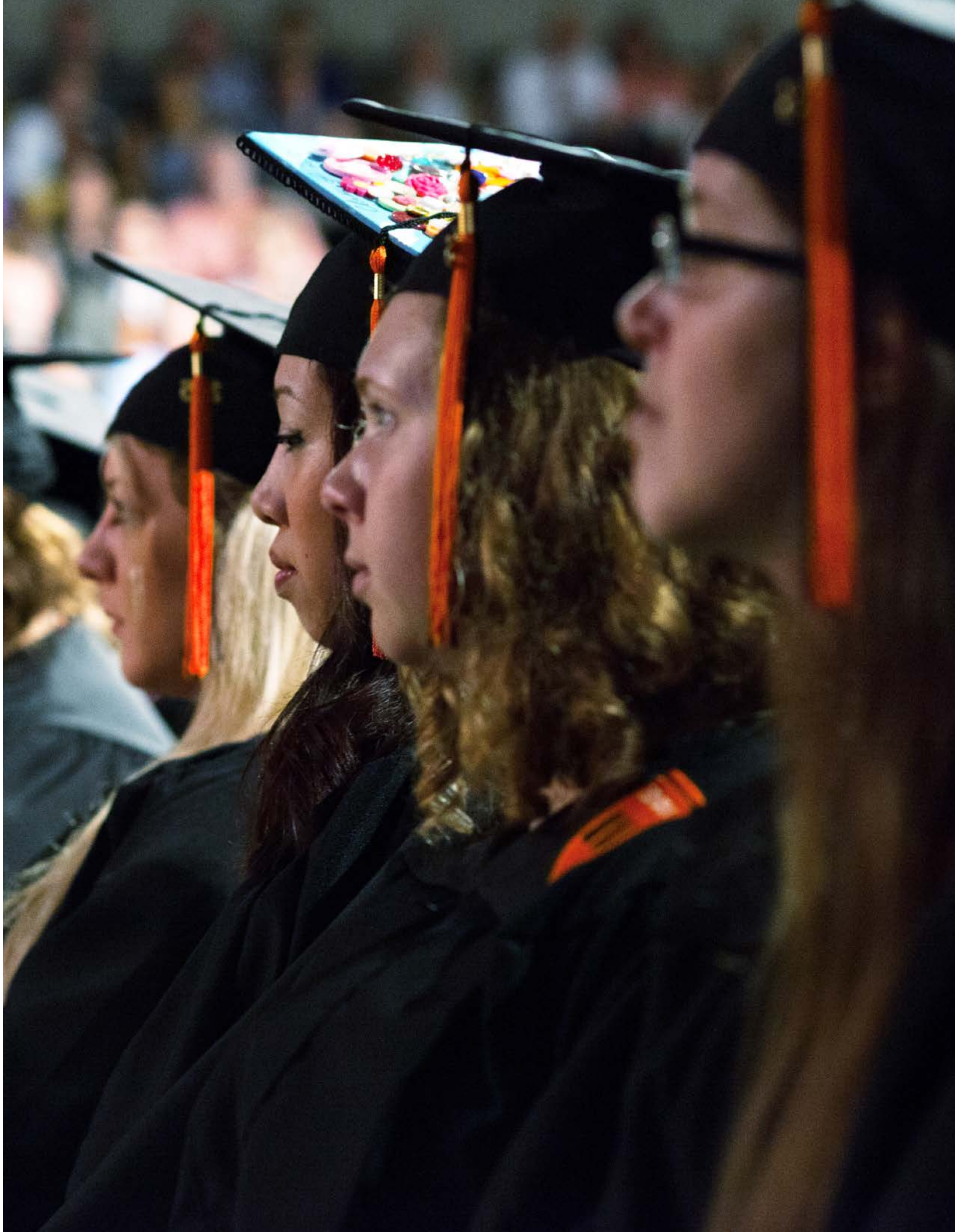
- Seek additional Odyssey Professorships, especially ones earmarked for engagement with communities and organizations in Conway, Little Rock, and Arkansas. Encourage all applicants for Odyssey Professorships to include some form of engagement with local communities and organizations in their projects.
- Build mutually beneficial, sustainable, long-term partnerships with institutions across the state, but particularly in Conway and Little Rock, leveraging the expertise, enthusiasm, and hands-on engagement of Hendrix students, faculty, and staff. Consider developing a Hendrix satellite space in Little Rock for community partnerships and internship support.
- Prioritize efforts to build Hendrix's ties with longstanding and emerging communities of color in Arkansas, notably the African American, Latino/a, Vietnamese, and South Asian communities.
- Continue to celebrate and strengthen the longstanding role of Hendrix as the host of Arkansas Governor's School.
- Continue accessibility and affordability initiatives and scholarship partnerships that keep Hendrix within the financial reach of Arkansas students and families.

Key Metric

- ◆ The percentage of students from underrepresented groups in entering classes will increase to 20% by 2020.
- ◆ The percentage of Pell-eligible students in entering classes will reach 20% by 2020.

Other Metrics

- ◆ Proportion of students from Arkansas.
- ◆ Proportion of international students.
- ◆ Number of students receiving Hendrix Aspire Scholarships.
- ◆ Number of active partnerships with organizations in Conway, Little Rock, and Arkansas.





Going Forward

When we say that we must “affirm the historic character of Hendrix...” we can’t allow that to be mistaken for historic preservation. Our century will not be kind to colleges that are too comfortable or content.


Fortunately for Hendrix, embracing challenge – not complacency – is part of our character.

As we embrace the challenge of being ever better and striving ever higher, it is imperative that we be confident in what we do and in why we do it. We also must work to define our points of distinction – from our curriculum to our campus culture – that set Hendrix College apart in the highly competitive environment of American higher education today.

The three major themes of our strategic plan – Enhancing the Student Life Cycle, Feeding the Core, and Opening the Gates Wider – are broad, but the goals and objectives they contain are bold. In an era of intense marketing campaigns, proliferating educational fads, and ever-shorter attention spans, there may be nothing more audacious for Hendrix than championing time-honored values, focusing on fundamental strengths, and affirming a formula for success that has served the College well for over a century.

Achieving our goals will not be easy, particularly in a period of such profound economic, political, and social change. To remain an intimate, inclusive community committed to a demanding, personalized education in the liberal arts, Hendrix will have to resist all the forces in higher education and in American society pulling us to conform and compromise and dilute our mission and values. We will need the collective passion and investment of all those who care about Hendrix to push ourselves to be the best we can possibly be and to continue to be among the country’s leading liberal arts colleges. And to make our most ambitious dreams a reality, we must identify, cultivate, and develop new sources of financial support.

The opportunities that lie ahead far outweigh any challenges we may face. Together, as an institution and as a community, we will preserve and strengthen the promise and the impact of a Hendrix education for future generations of talented students from Arkansas, across the country, and around the world.



"As we look ahead as an institution and a community, it is imperative that even as we stay true to our historic roots and uphold the distinctive spirit and character that define us, we embrace the challenge of being ever better and striving ever higher, pushing ourselves to test our limits and stretch our imaginations."

William M. Tsutsui
"Be Hendrix," April 18, 2015

Strategic Planning Committee

Mr. Sean Alexander '16
Student

Ms. Jo Ann Biggs '80
Trustee

Dr. Terri Bonebright
Provost and Professor of Psychology

Mr. Robert Burnett '83
Alumnus

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Student

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and Dean of the Chapel*

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and Professor of History*

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OFFICE OF THE PRESIDENT

1600 Washington Avenue
Conway, Arkansas
72032-3080

www.hendrix.edu