



**WESTMINSTER**  
COLLEGE

SMALL COLLEGE.  
BIG IMPACT. <sup>SM</sup>

# A SUSTAINABLE AND TRANSFORMATIONAL FUTURE

SPRING 2024

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# A MESSAGE FROM DONALD P. LOFE, JR., '79 IND, PRESIDENT AND CHIEF TRANSFORMATION OFFICER

Each and every day, I witness the staff and faculty of Westminster College working together with a singular focus. We have a vision — a vision of fortifying a small college that is situated unobtrusively in a picturesque setting in the Midwest, quietly transforming the lives of countless leaders for nearly 175 years. Transformation is made possible through sound educational principles that have guided our teaching, student experience, and business practices for the past several years. And yet we are aware we must maintain our mission and core values while remaining relevant in an era when colleges and universities are fiercely competing in a swiftly changing educational landscape.

With these points in mind, the College developed a Strategic Plan after careful research throughout Fiscal Year 2021, and implementation began in the late summer of 2021 after unanimously being adopted by the College's Board of Trustees. A total of 97 key initiatives make up the transformational foundation of the work we at Westminster are striving to implement. To date, we have completed exactly 25 of these initiatives, with approximately 52 progress. Our leadership team and so many others could not be more excited about how these initiatives are building a powerful foundation for the future of our college.

Throughout this booklet, you will become immersed in the initiatives mentioned above as well as Westminster's core departments, each of which is overseen by a member of the president's Cabinet. By structuring this informational piece in this manner, you are personally invited by each one of us to read more about how our Strategic Plan is thoroughly fortifying the already strong educational institution that President Harry Truman affectionately called "a wonderful school" when he confidently wrote a note to Winston Churchill, inviting him to a global stage in a world-altering speech delivered at the small college that has made an impact on the world around it since 1851.

What does this have to do you? Fortification and renewal take support. It is our sincere hope the content of this booklet will inspire you as much as we are inspired. We are committed to the exciting journey ahead, and we hope you will join us in this



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commitment. As I mentioned above, we have a vision and the strategies to implement it, and we want you to be a part of our journey. Together, we can make a big impact at Westminster — the small college known locally and globally for its excellence since 1851!

Sincerely,

A handwritten signature in dark ink that reads "Don". The signature is written in a cursive, slightly slanted style.

**Donald P. Lofe, Jr.**

President and Chief Transformation Officer

# WESTMINSTER COLLEGE:

## MAKING AN IMPACT SINCE 1851



Historically, Westminster College is unique in its approach to higher education. Since its founding in 1851, Westminster has long been known for its reputation as a small college where world-renowned physicians, attorneys, politicians, educators, and business executives — to name just a few careers in those early days — earned their degrees in a quiet, idyllic environment in the rolling hills of central Missouri.



“This is a wonderful school in my home state. Hope you can do it. I’ll introduce you.  
Regards, Harry S. Truman.”

In 1946, President Harry Truman was so impressed by Westminster College’s reputation, he dashed off a quick note to former British Prime Minister Winston Churchill: “This is a wonderful school in my home state. Hope you can do it. I will introduce you. Regards, Harry S. Truman.”



Truman’s warm invitation led to an iconic chapter in world history, when the British Bulldog delivered his now-famous “Iron Curtain” speech from Westminster’s historic gymnasium.

Truman knew what many continue to recognize today: A Westminster education leads to career success because of, not in spite of, its small size. As a result of its unique, personalized approach to education, Westminster students today report significantly higher-quality student-faculty interactions than students at peer schools, both locally and nationally. And those interactions have a profound impact on our students’ success.

The College’s historic reputation for excellence remains so strong that *The Princeton Review* recently included Westminster in its prestigious “2024 Best Colleges: Region by Region,” ranking Westminster among the 150 best colleges in the Midwest — colleges that are “academically outstanding and well worth consideration.” This booklet will show you why.

# ACADEMICS:

## OUR PURPOSE AND PASSION ... OUR *RAISON D'ETRE*

At Westminster, strong academics is our *raison d'etre*, or “reason for being.” Westminster has long been lauded as an academic powerhouse — the college where serious students go to launch their careers. That tradition remains in full force.

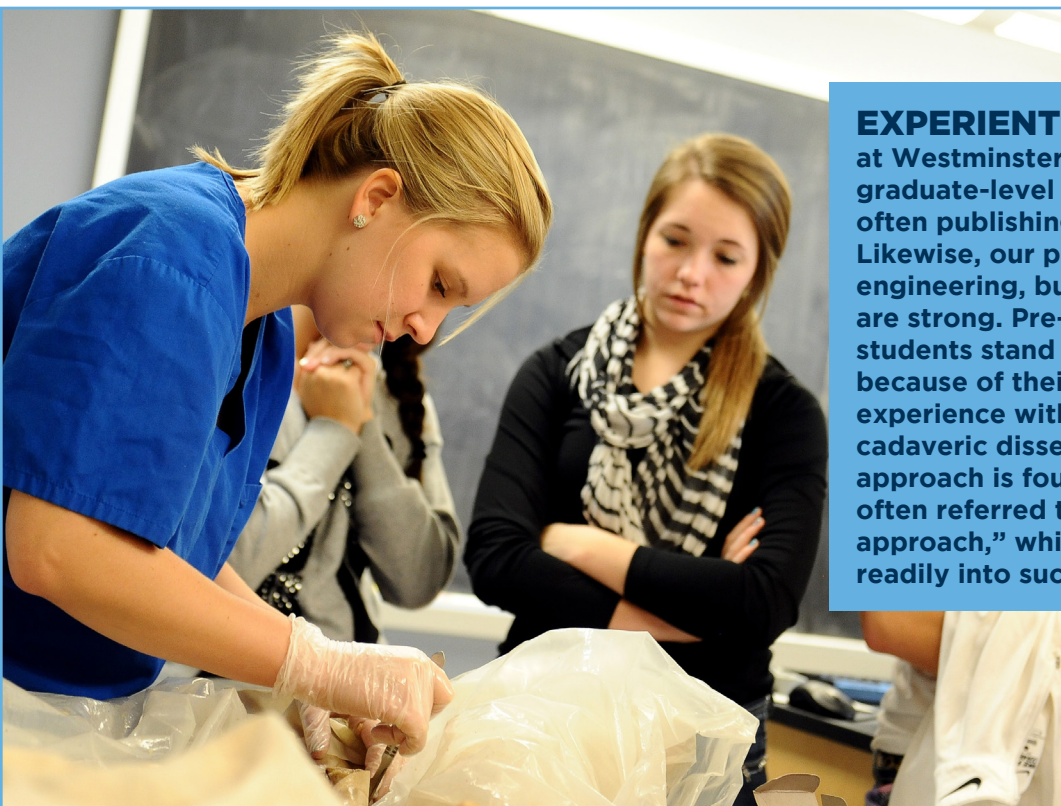
Westminster focuses on a rigorous but student-friendly academic experience, where one-on-one interaction with faculty members is the norm, not the exception. In fact, in contrast to large universities and colleges, our students are never taught by teaching assistants. Education always takes place within a personal context at Westminster.

“Westminster College strives for broad knowledge and a nuanced world view, which is reflected in our general education curriculum and diversified portfolio of academic programs. At the same time, we place our educational model at the intersection of tradition and innovation.

**DR. INGRID ILINCA**  
Vice President, Chief Academic Officer, Provost, and Chief Student Retention Officer



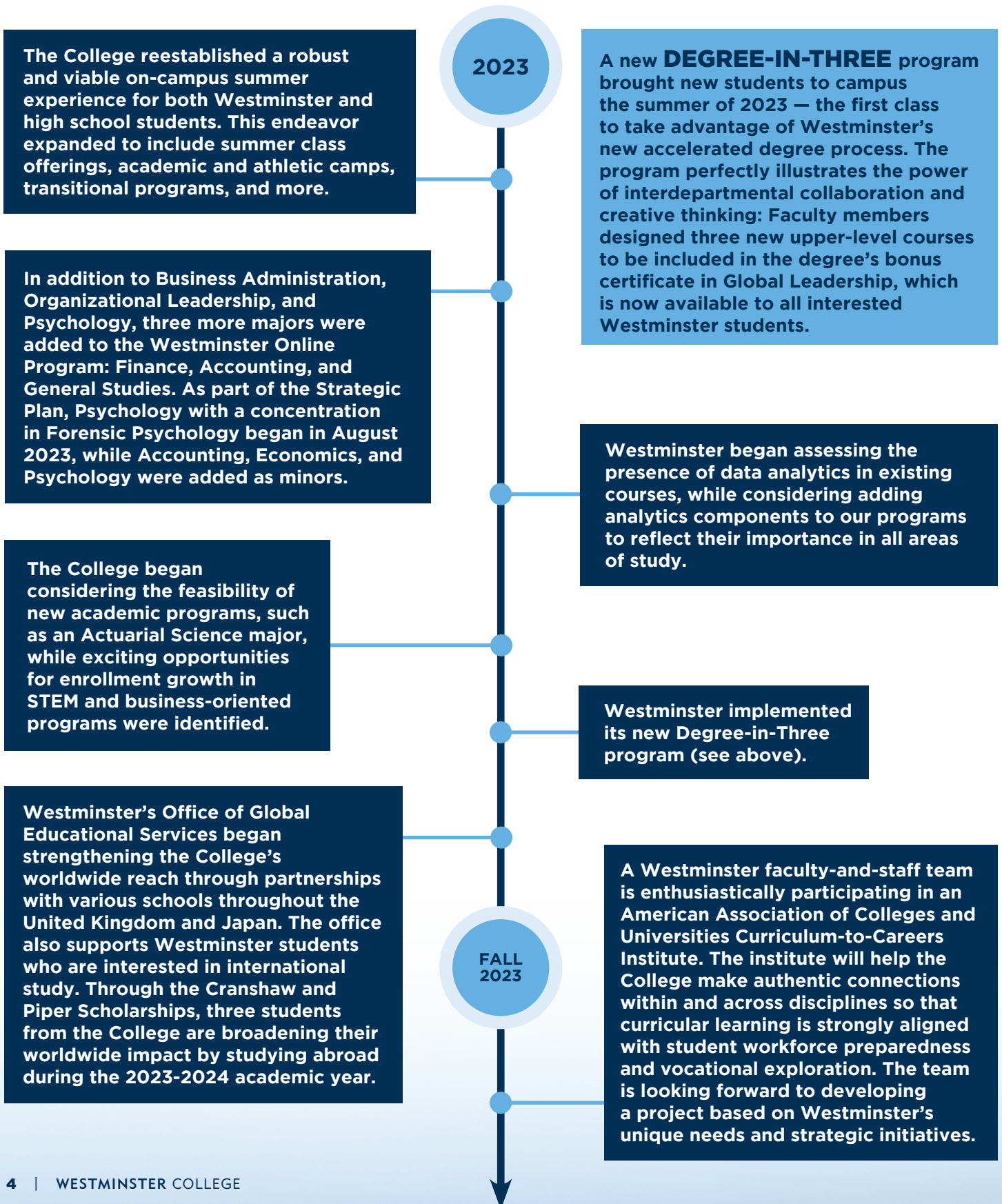
The Kappa Delta Pi national education honor society, pictured above with President and Mrs. Lofe, is one of many academic honor societies at Westminster College.



**EXPERIENTIAL LEARNING** is the norm at Westminster College: Students participate in graduate-level research with faculty guidance, often publishing articles in national publications. Likewise, our pre-professional programs in law, engineering, business, and finance, among others, are strong. Pre-medicine and health professions students stand out on medical school applications because of their unique undergraduate experience with the College’s hands-on human cadaveric dissection laboratory. The hands-on approach is found throughout the College and often referred to as our “intense applied-learning approach,” which prepares our graduates to enter readily into successful careers in the job market.

# EVOLVING WHILE REMAINING COMMITTED TO A TRADITION OF EXCELLENCE

In our commitment to remaining a vibrant and relevant institution of higher learning, Westminster thoroughly examined all areas of the College and created a comprehensive Strategic Plan that is enhancing academics in a number of key ways.



Westminster instituted OneHE — a platform for professional development — for all faculty in virtually any educational modality, meeting individual needs for teaching exploration and professional growth.

FALL  
2023  
CONTINUED



The 18th Annual Hancock Symposium: The Languages of Life recently featured a variety of speakers from around the world, a true testament to Westminster's values of global engagement and citizenship.



Dr. Amanda Gowin in Health and Exercise Science and Dr. Dawn Holliday in Biology and Environmental Sciences recently returned from a remarkable journey with students to Africa, where they worked with the Maasai people of Tanzania. Also traveling with the group were many alumni and Professor Emeritus Bob Hansen. The Westminster community has traveled extensively to Tanzania through a strong relationship with Rotary International and Humanity for Children. These international service journeys exemplify the collaboration that takes place extensively throughout the Westminster community.

2024



**STARLETTE SINCLAIR, PhD**

Westminster Online  
Faculty Member

After playing a critical role in ensuring Westminster Online was approved by the Higher Learning Commission, Assistant Dean Tany Hines continues to work closely with all campus offices to strengthen the infrastructure for what began as three online majors and has evolved into six comprehensive online programs:

Westminster Online now offers the following in-demand programs: Accounting (Added Fall 2023), Business Administration, Finance (Added Fall 2023), General Studies (Added Fall 2023), Organizational Leadership, and Psychology.

Westminster Online will begin offering the following undergraduate certificates in the fall of 2024. These certificates are well-regarded in the professional world: Business Essentials, Business Presentation, Workplace Diversity, Professional Communication, and Leadership.

To stand out in the market, the College is implementing a social media campaign that focuses on Westminster Online faculty (example above), revealing the personalized, community aspect of a Westminster education that has long been part of the College's identity and mission.



The Museum Studies Program, Reeves Library, and the College Archives have joined forces to create both a physical and immersive digital historical tour of Westminster's charming campus. The tour explores iconic landmarks, uncovers hidden stories, explores buildings of the past, and delves into Westminster's rich history. Museum Studies students, under the direction of Dr. Nichol Allen and Victoria Knight, Director of Library Services, used the Westminster College Archives to create a digital tour, which will be on display on April 12 during Alumni Weekend.

# HANDS-ON LEARNING THAT IS DINO-MITE

In June 2023, approximately 20 students, faculty, staff members, alumni, and friends triumphantly completed the fourth fossil excavation in the Grand River National Grassland of South Dakota to unearth the remains of a 66 million-year-old Triceratops discovered there in 2019.

The annual fossil excavation has become a prime example of the experiential learning that regularly takes place in Westminster's classes.

The annual digs take place through an agreement with the National Forest Service near Shade Hill, South Dakota — the town that was the inspiration behind the name students chose for their Triceratops discovery.

The incredible story generated national headlines and made Shady the Dinosaur a star and the unofficial mascot of Westminster's Biology and Environmental Science Department.

Each summer since then, the devoted band of Shady researchers grows larger and more enthusiastic while retaining the adventurous spirit of Indiana Jones, the thorough inquisitiveness of seasoned crime scene investigators, and the collaborative enthusiasm of modern-day NASA scientists.



For more information on how you can get involved with Shady the Dinosaur, please contact Dr. David Schmidt at [David.Schmidt@WCMO.edu](mailto:David.Schmidt@WCMO.edu).

## HOW OUR ACCOMPLISHED FACULTY ARE MAKING AN IMPACT



**DRS. TAMI ENSOR, MATT HOWELL, AND JO MORROW** organized the highly successful Second Annual STEAM Night on March 7, 2024, for local third-, fourth-, and fifth-graders. This highly collaborative event brings together students and faculty from the Department of Education, Department of Natural and Mathematical

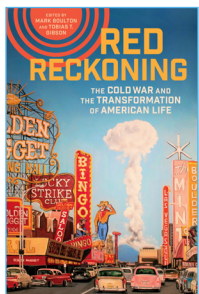
Sciences, and other areas, including the International Club, for a hands-on evening of science, technology, engineering, art, and mathematics.

**DR. ABBY COATS**, Chair of the Department of Psychology and Leadership Studies, recently presented at the annual meeting of the Association for Psychological Science. The poster presentation was titled "Using a virtual reality-based nature simulation to facilitate emotion regulation in adults: A proposal to investigate the role of the process model."

**CHRIS COX**, Assistant Professor of Computing and Digital Technology, recently presented "AI-Personalized Learning Pathways: Transforming Education" at the Cengage Empowered Educator Conference, which involved individuals from around the world. He also plans to present at the Association of Teacher Educators Conference in Anaheim, California. He is interested in using Generative A.I. to increase student learning outcomes.



# OUR ACCOMPLISHED FACULTY – CONTINUED



**DRS. MARK BOULTON AND TOBIAS T. GIBSON** have collaborated twice this year: They gave a presentation and book signing in February 2024 on their recently published work, *Red Reckoning: The Cold War and the Transformation of American Life*. Printed by the Louisiana State University Press, the book is composed of 15 essays by historians,

political scientists, legal scholars, and a professor of literature. Included among the contributors are Ann V. Collins, Eric Kasper, Angela Keaton, and Kurt Kemper, who gave lectures at Westminster during college-wide celebrations on the 30th anniversary of the fall of the Berlin Wall.



The two professors also taught the course *London to Paris: The Tide of Allied Victory in World War II*, followed by a whirlwind trip with students, faculty, alumni, and friends to France and England, May 29-June 8, 2023. The group explored the history, politics, and locations involved in the Allied fight against Nazi tyranny.

In addition, Boulton recently traveled with students and other faculty members to New Orleans for the course *Dark Tourism in the Crescent City: Voodoo, Vampires, and Visions of Death*. He plans to travel with students, faculty, and staff to Vietnam in 2025. It will be the second time Westminster has made the journey.

While wrapping up his work on *Red Reckoning*, Gibson served in 2023 as a Distinguished Fellow with the Institute for Security Policy and Law at Syracuse University. He currently is a Visiting Research Fellow with the Kinder Institute on Constitutional Democracy at the University of Missouri in Columbia.

**DR. BHARAT DHITAL**, Assistant Professor of Chemistry, presented research in October 2023 at the American

Chemical Society: Midwest – Great Lakes Regional Meeting in St. Louis, Missouri. His research was titled “Mapping Molecular Orientations and Surface Coupling of Porphyrins with Tip-Enhanced Raman Imaging.”

**DR. MATTHEW HOWELL**, Assistant Professor of Biology, was named president of the Missouri branch of the American Society Microbiology (ASM). The Missouri branch ASM Conference accepted the work of one of Howell’s students: a poster by junior Mady DePaul titled “*Sporosarcina ureae*: Investigating Spore Formation in Response to Stress.”

**DR. ERICH JAUCH**, Assistant Professor of Mathematics, organized a special session in October 2023 at the American Math Society Southeastern Sectional Meeting at the University of South Alabama.

**DRS. HEIDI LAVINE AND DAVID JONES** in the Division of Social Sciences recently gave a presentation at the American Association of Colleges and Universities on Global Learning in Washington, D.C., titled “Small college, Big impact: Bringing the World to Rural Missouri.”

**DR. SARAH HAIRSTON**, Assistant Professor of Education, is serving a three-year term as the private college representative for the Missouri Associate for of Colleges for Teacher Education. She also has recently given a number of presentations, including a referred presentation before the Academy for Educational Studies – Critical Questions in Educational Symposium in Chicago, Illinois.

## Newly Tenured Faculty Members

In addition to the flurry of activities above, four accomplished faculty members received tenure during the 2023-2024 academic year:

**DR. BHARAT DHITAL**, Associate Professor of Chemistry, Coordinator, Dual Degree Engineering Program

**DR. TAMI ENSOR**, Associate Professor of Education

**DR. AMANDA GOWIN**, Associate Professor of Health and Exercise Science

**DR. ALLYSHA MARTIN**, Associate Professor of Spanish, Department Chair, Foreign Languages and Literature

**Westminster College was recently ranked by *The Princeton Review* as ONE OF THE “BEST 150 COLLEGES IN THE MIDWEST” for 2024.**



# STUDENT LIFE:

## A WELL-BALANCED STUDENT EXPERIENCE

Westminster College excels at providing students with a wide variety of opportunities outside of the classroom that support well-being, provide social outlets, and help students make an impact on the world around them.

- According to *U.S. News & World Report*, Westminster is one of 11 schools in the United States with more than 40% fraternity involvement, with approximately 55% of male students participating. In contrast, only 8% of male undergraduates nationwide join fraternities.
- The College embraces the importance of fraternity and sorority participation, finding it relates strongly to student retention: Westminster's fraternity and sorority population consistently experiences a higher retention rate than the rest of the student population, while grade point averages are also higher among these students, averaging at approximately 3.35.



Westminster offers **40 CLUBS** that represent a broad and diverse array of social, cultural, artistic, educational, civic-minded, and recreational opportunities.

## QUICK FACTS ABOUT FRATERNITY & SORORITY LIFE

- Westminster College maintains one of the highest per-capita fraternity and sorority communities in higher education today.



The Blue Blazers Investment Committee (BBIC) took a bite out of the Big Apple in February 2023. The biannual New York Trip is an example of the experiential learning that takes place regularly on and off the Westminster College campus.

## NEW IN STUDENT LIFE IN 2023-2024



Westminster's Living Learning Communities significantly expanded for both first-year and upper-class students. An exciting addition: our **WAGS LIVING LEARNING COMMUNITY** that brings foster animals to campus, in cooperation with the Callaway County Humane Society, until they are placed with their forever homes.

- The Office of Student Life recently adopted ENGAGE, a bystander intervention program, in conjunction with the College's Green Dot efforts, teaching students about bystander intervention and keeping the campus community safe. ENGAGE curriculum further broadens important outreach services that address mental health, substance and harm reduction, and gender-based violence, actively engaging students as peer educators in promoting campus community and safety.
- In the summer of 2023, Residential Life hosted new students from Westminster's inaugural Degree in Three program, providing seven weeks of fun activities while their Westminster College education received a jump start.

- The Office of Community Engagement (OCE) notes that our students are more involved in service than ever, with more than 2,037 registered service hours: an 81% increase over FY 2022. In keeping with this trend, the OCE's Red Cross partnership experienced a 22% increase in blood donated over FY 22.



The OCE frequently takes Westminster on the road. Through the OCE, students regularly serve others during spring break in the inner city of Nashville, Tennessee, and collaborate with Fulton Rotary's Afghan Resettlement Initiative — a partnership with Habitat for Humanity.





# ENROLLMENT SERVICES: FOCUSING ON STANDARDS OF EXCELLENCE

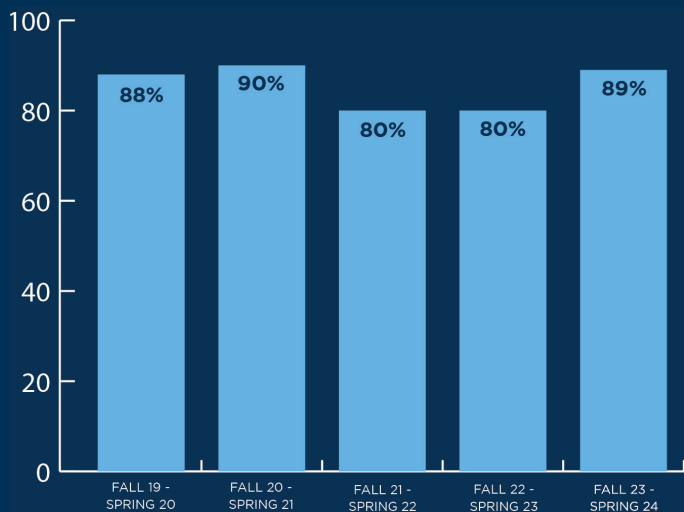
Since 2019, colleges and universities throughout the United States have witnessed enrollment declines, while Westminster College has witnessed success in many enrollment areas. The department is doing so by strategically focusing on standards of excellence.



## A HIGH-QUALITY APPLICANT POOL

One of the standards of excellence Enrollment Services continually focuses on is the quality of the applicant pool, which continues to increase, thanks in part to our “Closers,” who work on admitting students who are a good fit for Westminster, academically and socially. These staff members will be working with alumni on this initiative in the future. Currently, we are seeing results. The average high school GPA for admitted students is 3.57, while in 2023 it was 3.48. Additionally, the average ACT score has increased from 21.5 in 2023 to 22.1 this year.

## FALL-TO-SPRING FRESHMAN RETENTION, 2019-2024



Westminster’s fall-to-spring retention rates are higher during the 2023-2024 academic year compared to the two previous years. Retention this year is essentially the same as the pre-pandemic period, before the 2021-2022 and 2022-2023 academic years: a result of increased incoming student quality and across-campus efforts spearheaded through the Student Success Center.



## A STRONG ST. LOUIS MARKET

Another healthy indicator of Westminster’s current enrollment state is the increase the College is seeing in applications and admits from the St. Louis market. Westminster is currently running at a three-year high in both categories.



We’re in a unique time in higher education when other colleges and universities are lowering their admission requirements and increasing their discount rates to attract students. Our enrollment team is focused on adhering to Westminster’s standards of academic excellence, and that naturally attracts students who are a good match for us.”

**DR. PAUL ORSCHELN**

Vice President of  
Enrollment Services

 **AN INCREASED GLOBAL EMPHASIS**

The College continues to experience unprecedented growth in the number of organic international applications. This spring, Westminster received more than 400 applications from international students, with 84% from African countries. While international students applying to most U.S. colleges and universities struggle to pass the current Visa process in this country, Westminster’s partnership with M Square Media continues to drive international student enrollment. The College is currently exploring alternative funding strategies for these students, while also investigating the possibility of partnering with other external agencies to help us identify and recruit viable international students.

 **A FOCUS ON NEW PROGRAMS**

Rounding out the final standard of excellence of the Department of Enrollment Services is an increased focus on new programs. Westminster Online, for example, is witnessing steady growth. This spring, the College enrolled 13 online students compared to four in spring 2023. Additionally, a new partnership that began this winter with Advanced Technology Services, Inc. (ATS), a global leader in industrial maintenance based out of Peoria, Illinois, has already resulted in two new enrollments. This program shows cross-collaborative promise throughout the College.

## FALL 2024 ENROLLMENT

TO DATE	FALL 2023	FALL 2024
<b>FRESHMAN APPLICATIONS</b>	1,802 (208 International)	2,036 (455 International)
<b>FRESHMAN ADMITS</b>	1,298 (42 International)	1,477 (249 International)
<b>TRANSFER APPLICATIONS</b>	67 (14 International)	126 (71 International)
<b>TRANSFER ADMITS</b>	46 (11 International)	96 (63 International)



## WESTMINSTER ONLINE

**TANYS HINES**  
Assistant Dean of Online Programs

After playing a critical role in ensuring **WESTMINSTER ONLINE** was approved by the Higher Learning Commission, Assistant Dean Tanys Hines continues to work closely with all campus offices to strengthen the infrastructure for the six online majors and five certificate programs now offered through the program.



AMERICA'S  
NATIONAL  
CHURCHILL  
MUSEUM

# AMERICA'S NATIONAL CHURCHILL MUSEUM:

## PRESERVING THE PAST FOR THE FUTURE

Westminster College is home to America's National Churchill Museum: a unique treasure recognized worldwide as the only museum in North America dedicated to the life and leadership of former British Prime Minister Winston Churchill. The Museum exists on campus as a memorial to Churchill's historic "Iron Curtain" speech at the College on March 5, 1946.

Most recently, in cooperation with the Museum and as part of the College's Strategic Plan, Westminster launched a new Museum Studies major that is the

only one of its kind in Missouri and one of few undergraduate programs throughout the United States. The program involves research and allows students to work with collections and create unique exhibits.

Careful research in the last two years revealed museum studies to be a niche industry, with job openings throughout Missouri at more than 100 annually and a labor market growth rate of 13.1%.

“History is not only preserved here, it happened here – and continues to happen here on our campus. The generosity and support of the many friends, Fellows, corporations, foundations, and other supporters have positioned the Museum to continue its success as we begin our second half century. America's National Churchill Museum presents an unparalleled opportunity to study the past in a vibrant and visceral way for our students, faculty, and visitors from around the world.”

**TIMOTHY RILEY**

Sandra L. and Monroe E. Trout Director and  
Chief Curator

## HIGH ROADS OF THE FUTURE

Five years ago, America's National Churchill Museum began preparing to celebrate the 50th anniversary of the establishment of the Winston Churchill Memorial and Library in the United States and the rehallowing of St. Mary the Virgin, Aldermanbury, on Westminster's campus.

The Museum's Board of Governors, Fellows, and other friends established a bold and ambitious goal: to secure \$10 million to sustain the Museum and strengthen its position as a world-class history museum and historic site.

Timothy Riley, the Museum's Sandra L. and Monroe E. Trout Director and Chief Curator, says generous support will allow the Museum to thrive in the future.

Today, the High Roads of the Future campaign is near completion with \$9.8 million raised toward the \$10 million goal.



WINSTON CHURCHILL LEADERSHIP  
MEDAL AWARD FOR  
**BILL ROEDY**

JUNE 12 2024

Join us in London on June 12, 2024, for the Churchill Leadership Medal Award honoring Bill Roedy. America's National Churchill Museum and Westminster College salute Mr. Roedy's tenacious spirit and Churchillian bravery, which served to tear down a wall while pioneering history in a new direction. This fundraising event will take place at the historic Guildhall. For more information on tickets and sponsorship levels, visit our website: [WCMO.edu/Go/Roedy](https://WCMO.edu/Go/Roedy).



**REGISTER FOR THE BILL ROEDY LONDON EVENT**  
Visit [WCMO.edu/Go/Roedy](https://WCMO.edu/Go/Roedy)

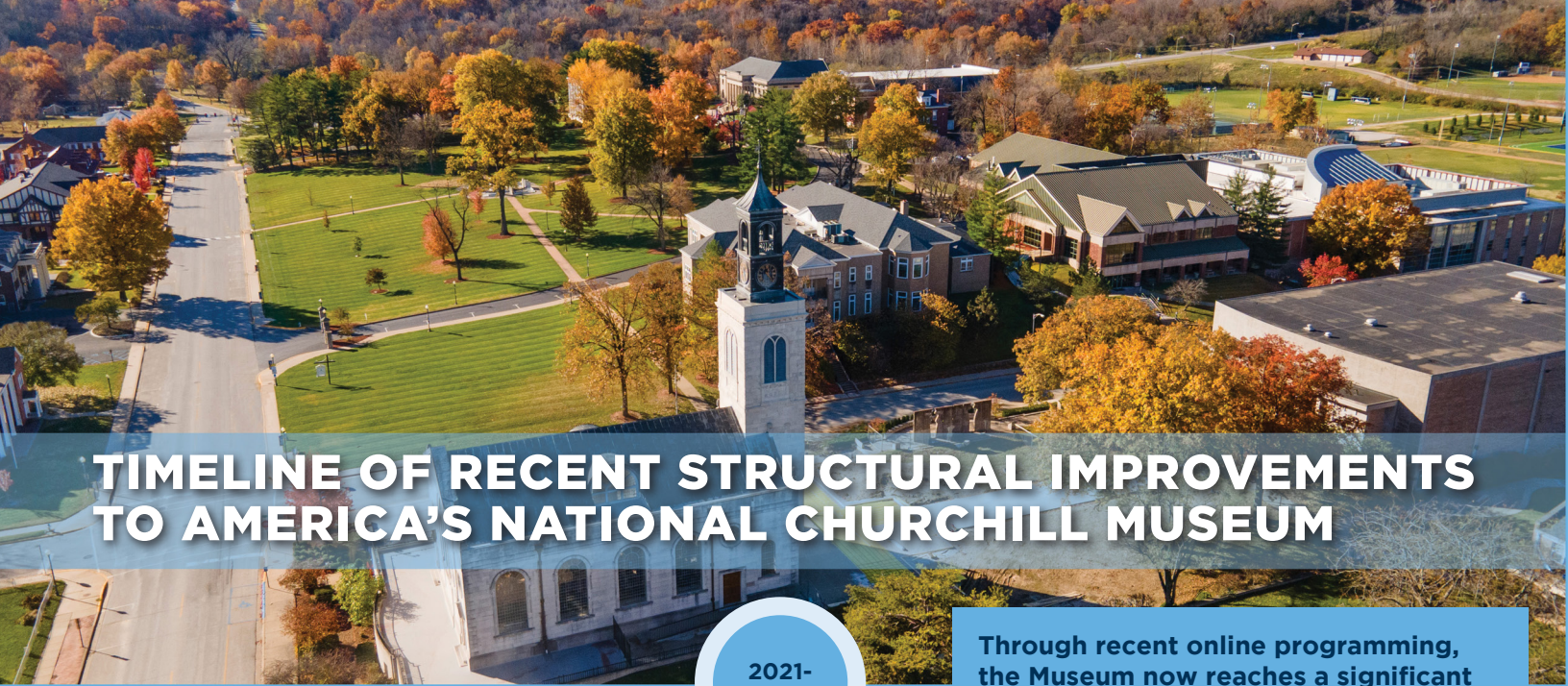
## HOW A 17TH CENTURY LONDON CHURCH ENDED UP AT WESTMINSTER COLLEGE

In the 1960s, Westminster undertook what *The Times* of London referred to as “perhaps the biggest jigsaw puzzle in the history of architecture.” The College shipped the **CHURCH OF ST. MARY THE VIRGIN, ALDERMANBURY** — redesigned/rebuilt in the 17th century by Royal Architect Sir Christopher Wren following the Great Fire of London — from London to the United States. Following its first structural revival, the church laid in ruins following the Blitz of World War II. The College arranged to rebuild the structure stone by stone on campus as a memorial to Winston Churchill's “**THE SINEWS OF PEACE,**” OR “**IRON CURTAIN,**” address. America's National Churchill Museum, previously named The Winston Churchill Memorial and Library, was formally dedicated in May 1969.

In the decades following, as a result of Churchill's speech, the College has consistently attracted an incredible array of world-renowned leaders through a variety of campus lectures, many of which take place in the Museum.



Senators, former presidents and other world leaders, current and retired generals, admirals, and intelligence officers pride themselves on following in Churchill's footsteps and speaking at Westminster. Past and recent speakers include former presidents Ronald Reagan, George H.W. Bush and Gerald Ford; former U.S. Secretary of State Madeleine Albright; and Jeh Johnson, former U.S. Secretary of Homeland Security.



# TIMELINE OF RECENT STRUCTURAL IMPROVEMENTS TO AMERICA'S NATIONAL CHURCHILL MUSEUM

2021-2023

The Museum neared completion of its \$10 million goal for the High Roads of the Future campaign, with \$9.8 million in gifts, grants, financial funding, and pledges received as of Dec. 31, 2023.

Through recent online programming, the Museum now reaches a significant global audience, with more than **10,600 VISITORS** engaged in direct programming since 2020.

A total investment of \$1.3 million in the preservation effort and an additional \$3 million in bond financing was secured.

The Museum received a grant of \$1.9 million through the U.S. Department of Commerce's Economic Development Administration. The grant was secured and will be matched by Westminister College via the bond issuance of 2021. This grant permits work to continue on the plaza and exterior walls of St. Mary the Virgin, Aldermanbury, throughout the next two years.

Masonry preservation treatment on the tower and west façade of St. Mary the Virgin, Aldermanbury, was completed.

An extensive water mitigation effort beneath Latshaw Plaza took place.

Upgrades to HVAC, exhibition gallery collection storage areas, and the facade of the church are planned.

Construction began in March 2024.

2022-2024

America's National Churchill Museum averages **21,000 VISITORS PER YEAR**, demonstrating the economic and timeless impact of the Museum on our campus, local, and state communities.

“ We know that history can repeat itself, particularly if it is not studied carefully. America's National Churchill Museum ensures generations to come have a deep understanding of Churchill's perspectives on matters relating to democracy and freedom, the threat of tyranny, and the importance of diplomacy.

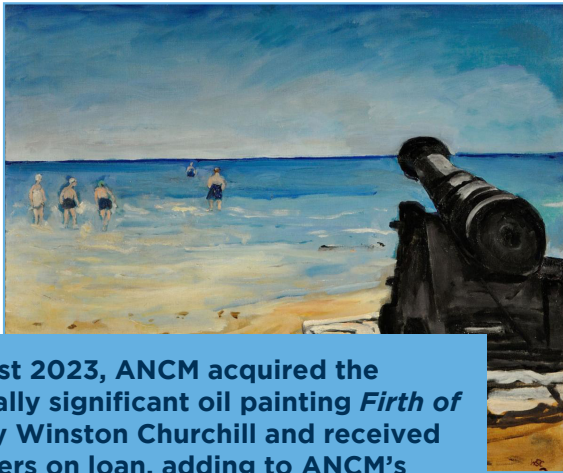
**TIMOTHY RILEY**

Sandra L. and Monroe E. Trout  
Director and Chief Curator



# HOW YOU CAN HELP THE MUSEUM CONTINUE TO MAKE A TIMELESS IMPACT

Retired U.S. Navy Adm. James Stavridis delivered the **37TH ENID AND R. CROSBY KEMPER LECTURE** on March 23, 2024. The former 16th Supreme Allied Commander of NATO, current chief international diplomacy and national security analyst for NBC News, and columnist with Bloomberg Opinion captivated the crowd with his lecture titled “Global Challenges and Opportunities Through the Eyes of Churchill.” His much-anticipated lecture headlined the 2024 Churchill Fellows Weekend which included the induction of eight new fellows into the prestigious organization.



In August 2023, ANCM acquired the historically significant oil painting *Firth of Forth* by Winston Churchill and received two others on loan, adding to ANCM’s extensive Churchillian collection, which features extraordinary works such as *Beach at Walmer*.



*A View of Miami at Sunset*, previously believed to have been painted in Venice, Italy, is on loan from a private collector. The title change from the original *A Distant View of Venice* took place after researcher Paul Rafferty made the stunning discovery that Churchill created the painting while visiting Miami before his March 1946 visit to Westminster College. The discovery resulted in headlines throughout the world.

## YOUR SUPPORT MAKES A DIFFERENCE

You can support America’s National Churchill Museum in a number of ways!

Gifts in support of the Museum’s Annual Fund have the greatest impact by adding value to every aspect of the Museum. Your support helps the Museum achieve its vision and supports areas such as collection/artifacts acquisitions, maintenance of the Church of St. Mary the Virgin, Aldermanbury, educational programs, and new and existing exhibitions.

You can support the Museum through:

- Memberships
- Gift Memberships
- Donations
- Purchasing from the Online Store
- Giving to the Annual Fund
- Gift Planning - Join the Legacy Circle
- A Corporate Sponsorship
- Volunteering at the Museum
- Donating a Relevant Historical Artifact



**SCAN TO SUPPORT THE MUSEUM**

or visit [NationalChurchillMuseum.org](https://NationalChurchillMuseum.org)

# DEPARTMENT OF INTERCOLLEGIATE ATHLETICS

## GETTING TO KNOW DEREK ZANDER, VICE PRESIDENT FOR INTERCOLLEGIATE ATHLETICS, ATHLETICS ADVANCEMENT, AND STRATEGIC PROGRAMS



At its root, intercollegiate athletics is about student learning and instilling the tools necessary to provide an infrastructure for our students to draw from after they graduate from college. These tools vary from communication skills, overcoming adversity, time management

tools, and many others. When I was a baseball student-athlete in college, I remember the coaching staff hounding me about showing up to class early, sitting in the front row of my classes, continually expressing to me and my teammates the importance of doing one thing, like we do everything. For me, intercollegiate athletics paved a path to become who I am today, and for that opportunity, I am extremely grateful.

I have thoroughly enjoyed my time as a Blue Jay. The community of Fulton and the Westminster community have embraced my wife, Anna, and my two sons, Mason and Gavin. Anna and I met as students when we were attending Iowa Wesleyan University. She was a member of the women's basketball team, where she became one of the most decorated women's basketball players ever to play at Iowa Wesleyan. We are hoping that our two boys inherit her athletic ability, not mine. My 7-year-old, Mason, became a serious competitor this year through soccer and basketball at the local YMCA. Our youngest, Gavin (3), can sometimes be a handful, because he is full of energy. He is enrolled at a local childcare center and loves attending Westminster athletic events to cheer on the Blue Jays!

Although I have been on campus for 10 months and have much to learn from our alumni and Westminster friends, I have identified a few areas that we, in the Department of Intercollegiate Athletics, will commit our resources toward to ensure our overall success. There is no "golden bullet," but by executing and pursuing a vision for athletics, we can create an "uncommon" experience for our students, our athletes, and our alumni.

## BUILDING THE NEST

### 1 GROWTH AND COMPETITIVENESS

**Design a student-centered athletic program aimed to enhance personal development and academic success, enrich our athletic history by fielding competitive teams, strengthen the program by expanding athletic offerings, invest wisely in human and financial resources, and create dynamic opportunities for alumni and friend engagement.**

### 2 BRAND AWARENESS

**Build on branding efforts to positively impact the reach, awareness, and visibility of Westminster Athletics, enhance community partnerships, and increase pride in Westminster Athletics and the College.**

### 3 FACILITIES AND EQUIPMENT

**Update athletic venues through planning and funding to gain competitive advantages.**

**Westminster students are well-known for their academic strength and ability to manage the internal and external pressures of being student-athletes. I can assure you that we will continue to strive for excellence in the classroom. The success that an athletic program achieves on the field or court is a direct reflection of how a program approaches its academics. Again, how you do one thing is how you do everything.**

**We have much work to do, together. The future looks bright for our Blue Jays!**

## ATHLETIC PROGRAMS: A DRAW FOR NEARLY 60% OF NEW STUDENTS

For a small college, Westminster boasts a tremendously strong athletic program, with more than half of all students participating in the College's 19 varsity teams. A member of NCAA Division III, the St. Louis Intercollegiate Athletic Conference (SLIAC), and the Upper Midwest Athletic Conference (UMAC), the Westminster Blue Jays have a proud, storied history dating back to 1902. Westminster students today are known multitaskers who take advantage of a flexible structure, often playing multiple sports while participating in numerous leadership opportunities across campus, all while maintaining a full-time academic load and an active social life.

## NEW STAFF MEMBERS ROUND OUT BLUE JAYS FOOTBALL PROGRAM



After an extensive national search, the College made the significant announcement on Jan. 3, 2024, that **Luke Butts** was named head coach of the Blue Jays Football Program. The transition in leadership took place after the retirement of Head Coach John Welty, who ended his

24-year career with the Blue Jays at the conclusion of the 2023 football season.

Butts comes to Westminster with enthusiasm and an impressive record after serving 11 years at Lake Forest College in Lake Forest, Illinois. He recently completed his seventh year as the Foresters' defensive coordinator and sixth as linebackers coach after directing the cornerbacks for the previous five seasons.

During his tenure with the Foresters, Butts served as academic coordinator, where under his leadership, Forester Football achieved a team GPA of 3.00 for the first time in school history. He also was Lake Forest's special teams coordinator for five years and served as the staff's recruiting coordinator. Butts earned the opportunity to serve as associate head football coach in 2021.

Under his guidance as associate head coach and defensive coordinator, the Foresters won back-to-back Midwest Conference championships for the first time in school history in 2021 and 2022, in turn qualifying for the NCAA Division III tournament in successive seasons. Additionally, with Butts' assistance, the team's overall record since 2021 has been an impressive 26-6. This past season, his defense led all of NCAA Division III in scoring defense, third-down percentage, total defense, and passing efficiency defense. This success has led to Butts recently being named one of five finalists for the 2023 Division III Coordinator of the Year Award.

After arriving at Westminster, Butts quickly named two individuals to the Blue Jays coaching staff, rounding out the football program at the College: **Kendall Roberts** was hired as the offensive coordinator/quarterbacks coach, and **Thomas Kelly** is the new offensive line coach for the Blue Jays, while Coach Raul Lozano was retained from the previous coaching roster. Butts is currently searching for an additional coach to augment the already strong staff. Read more at [WCMO.edu/FBCoach](https://wcmo.edu/FBCoach).

The hiring of our new football staff this past fall — coupled with the completion of the Kent and Judith Mueller Stadium — allows the football program to look toward a brighter future. The current energy felt within the football program is different, which is largely the result of staff who joined the Blue Jays community throughout the past two months. While the coaching staff is preparing for spring sports in April, they are also focusing on recruiting a high-quality, high-character class for the fall 2025 semester. The Department of Athletics has received an influx of applications over the past few months, and it is feasible to expect both a more competitive roster and product on the field this fall.

## COMING SOON: THE WESTYS

For the first time, the Department of Athletics will host the inaugural Student-Athlete Awards Ceremony, the Westys, on Wednesday, May 1 in Champ Auditorium. This ceremony will highlight the best athletic performances from the 2023-2024 academic year and celebrate the academic success of the Blue Jays. Ultimately, the Westys will foster a sense of pride and achievement in Westminster's athletics programs among all of our student-athletes, potentially leading to harder work and increased retention.



## MEN'S VOLLEYBALL TO BEGIN IN 2024-2025

The Department of Intercollegiate Athletics recently announced men's volleyball as the College's 19th varsity sport. The addition of men's volleyball allows students more opportunities to compete in intercollegiate athletics at the College.

## STUDENT-ATHLETES EXCEL ON THE COURT AND IN THE CLASSROOM

The athletic department achieved a 3.34 semester grade point average during fall 2023, with 11 programs earning over a 3.0 cumulative grade point average. This is an increase of 0.1 from the previous spring semester. An impressive number of student-athletes (135) were recognized on the Dean's List, while 55 received Fall Academic All-Conference recognition.



## MEN'S WRESTLING SHINES AT INAUGURAL SLIAC CONFERENCE CHAMPIONSHIP

The men's wrestling program finished in third place during the St. Louis Intercollegiate Athletic Conference (SLIAC) inaugural wrestling championships. Westminster had a great showing, with two individual conference champions, Michael Roberts and Austen Wetzel, while six others qualified for the podium. Wetzel also received the coveted SLIAC Wrestler of the Year Award.

In total, eight men qualified for the regional championships. Senior Montgomery Mills made headlines when he qualified for the NCAA Division III National Tournament — a first for Westminster College. Wetzel finished in fourth place, while Roberts finished in sixth place, respectively.

## BLUE JAYS WOMEN'S BASKETBALL

This winter, the women's basketball program qualified for the conference tournament, achieving a second-place finish and a bye during the first round of the playoffs. In the regular season, the Blue Jays went 17-10 overall, with a 14-4 conference record. The Blue Jays ultimately lost in the conference championship game, but they made their presence known. Annette Ramirez and Avylyna Powell-Qualo received SLIAC All-Tournament Team honors. In addition, Ramirez received her second straight SLIAC Player of the Year award, and she was also named to the Division III Hoops All-Region Team.

## A GROWING TRACK AND FIELD PROGRAM

The men's and women's track and field programs are showing incredible progress. Behind first-year head coach Hunter Briggs and first-year assistant coach Kory Wilson, the Blue Jays continue to climb the leaderboard in multiple events. During the SLIAC Indoor Conference Championships, Kalie Strayhorn, a freshman from Jefferson City, Missouri, finished first place in the 200-meter dash and third place in the women's 60-meter dash. On the men's side, Elijah Teal, a junior from Memphis, Tennessee, achieved a third-place finish. These student-athletes illustrate that the Blue Jays track and field program is well on its way to becoming highly competitive.





# STRATEGIC PLANNING: AN IN-DEPTH ANALYSIS

## STRATEGIC PLAN FRAMEWORK

**PURPOSE: WHY DO WE EXIST?**  
To Educate and Inspire Students

**VISION: WHERE ARE WE GOING?**

DIVERSITY, EQUITY, AND INCLUSION

### ➤ PILLAR I: MARKET AND PRODUCT

- What is our product, and does it fit future market needs and trends?
- Can we deliver and produce our product in a better/different way?

### ➤ PILLAR III: OPERATIONAL EXCELLENCE

- What operational improvements do we need to be a high-functioning and cost-effective institution?



### ➤ PILLAR II: CONSTITUENCY SATISFACTION

- What factors are important to our constituents, and how do we improve their satisfaction?

# KEY STRATEGIC PLAN DETAILS

- The Strategic Plan was developed with broad participation to gather input from employees, students, faculty, staff, alumni, board members, and employers of recent graduates.
- The Three Pillars (see diagram on the previous page) that emerged from the 2020-2021 working groups are described as follows:
  - Provide a focused approach to new products and markets to support our desire to diversify our current opportunities and offerings.
  - Remain highly student focused as we look to support all of the important constituency groups the College serves.
  - Take a measured approach to improving operational efficiencies with best practices.
  - Augment our campus facilities and infrastructure with student-centric experiences, support, and retention.
- The Strategic Plan was unanimously adopted by the Board of Trustees in August 2021.
- Eighty-eight+ initiatives emerged as a result of the planning process completed in FY 2021. Today, 97 initiatives exist, with 25 completed and approximately 52 in progress as of the date of this publication. Currently, Westminster leadership is executing a plan that supports meeting a number of enrollment, student outcomes, and net revenue targets for FY 2024 through FY 2028.

The combined initiatives of the Strategic Plan provide a positive pathway to financial and operational sustainability by FY 2026/FY 2027.

Westminster College is leveraging Power BI — an interactive data visualization software — for reporting purposes and to support effective project management and implementation.

# EXECUTION OF STRATEGIC INITIATIVES

The senior leadership team and employees assigned as leads to these initiatives regularly review progress

with key milestones required to meet along the way to achieving these initiatives. We also use an initiatives-tracking program, Power BI, which provides regular summary reports to the senior leadership team and to the Board of Trustees. With the use of Power BI, our employees are managing the progress of the overall strategic plan with the:

- Ability to continually adjust and refine processes, reports, visuals, etc., based on user feedback, leadership requests, and/or phase of the program.
- Drill-down capabilities — by initiative, initiative lead, Pillar, year, etc.
- Custom report and visual capabilities to enable effective project management by both leads and the senior leadership team.

**As of March 2024, 25 of the 97 strategic initiatives have been completed. Approximately 52 initiatives are in progress, of which many are slated to impact net revenues for FY 2025.**

# NET REVENUE INITIATIVES: THE FOCUS OF FY 2024 AND THE KEY TO A SUSTAINABLE FUTURE

Each of the 97 strategic initiatives add important value to advancing the College. There are specific initiatives that are the focus our efforts in FY 2024 and beyond, and they can be characterized as “net revenue” sensitive for the College. Specifically, upon their launch and successful implementation, these strategic initiatives generate significant additional revenues to support ongoing operational expenses.

Nine new strategic initiatives (“SIs”) have been added over the last two years. These nine initiatives are in addition to the 14 strategic initiatives that were initially adopted in August 2021. The initial 14 strategic initiatives and nine new strategic initiatives are highlighted below in **five major areas of the Strategic Plan** (which are Online Programs, Academic Programs, Enrollment Management, Athletics, and Student Retention and Other Initiatives):



## 1 ONLINE PROGRAMS

Launched three new online academic programs in fall 2022 (currently six programs today plus five certificates); offering online degrees to employers; and targeting recruitment of military personnel to enroll in online programs.

- One New SI: We recently added an initiative through our partnership with ACADEUM for students at other partner institutions to enroll in our online courses at Westminster College.

## 2 ACADEMIC PROGRAMS

We introduced the Degree-in-Three program in the summer of 2023 and began planning for the return of our academic summer camps programs.

- Two New SIs: We are exploring a new major in Actuarial Science and are engaged in curriculum redesign in some existing academic majors so that they are better aligned to meet the demands of the evolving job market.

## 3 ENROLLMENT MANAGEMENT

We continue to recruit and market six SIs adopted in August 2021.

- They include the four new in-seat academic programs in fall 2022, accelerated marketing to three contiguous states, community college partnerships, recruitment of students into ROTC, an international student initiative, and a focused effort on maximizing program capacity in existing programs (STEM-related and business programs).
- Through the development of a new partnership with a third-party recruitment firm, the College has rejuvenated its recruitment of international students. In spring 2023, recruitment commenced across the globe, and

the College reestablished its new brand with prospective international students in the regions of the Pacific Rim and central Asia. A second recruiting strategy with other international recruitment partners is under discussion and consideration for implementation for fall 2024. Additional recruitment is also yielding interest from the African continent. We look forward to reestablishing a large international student presence on campus in the years to come.

## 4 ATHLETICS

We launched athletic summer campus in summer 2023 and have approved a larger number of athletic summer camps for summer 2024.

- Five New SIs: We have added targeted initiatives to increase enrollment in football, wrestling, track and field and cross country for fall 2024. Recently, we introduced men's volleyball and the addition of junior varsity squads to expand current team rosters (where appropriate) for fall 2024.

## 5 STUDENT RETENTION AND OTHER STRATEGIC INITIATIVES

We launched our Math Pathways program in fall 2022 and we have recently hired a math coordinator. We launched our student retention initiatives in fall 2022 and have already achieved positive gains in this area in the first year of this new program.

- One New SI: We have returned the custodial program to an in-house model which will reduce operational expense (in comparison to an outside vendor providing this service), and the quality of service will increase when the program is fully staff.

Whether new or two years since their launch, the current focus on these 23 net-revenue initiatives in FY 2024 is based upon the desire to accelerate both our investments in time and efforts with key milestones that will produce significant net revenues in FY 2025 and beyond.



## DIVERSITY, EQUITY, AND INCLUSION

As we set a course for the future of Westminster College, we are committed to a strategic mission, vision, and set of values that employ diversity, equity, and inclusion, or DEI. We aim to provide significant and continuing resources for diversity initiatives that emphasize Westminster's role within, and relationship to, larger communities and that recognize the importance of a diverse campus to a college education. In recent years, the College has endeavored to foster a further sense of inclusion among a diverse population of students, faculty, staff, and alumni, as well as other constituencies. In 2021, at the direction of the president, with positive support from the Board of Trustees, Westminster placed even greater emphasis on this effort. The appointment of a DEI Task Force led to a series of recommendations that, in most cases, were already approved by the president, several of which are currently being implemented.

At Westminster, we define "diversity" comprehensively to include race, ethnicity, gender, sexual orientation, economic or financial disparity, and more. Such initiatives are vital to Westminster's future and to the essence of a liberal arts education. They are important to everyone in the Westminster community. A strong, visible commitment to diversity as part of the College's overall Strategic Plan makes Westminster more resilient and sustainable, will better prepare students to engage with the broader world, and is, quite simply, the right thing to do.

The recommendations of the Task Force, which was composed of students, faculty, staff, and alumni, called for specific actions to enhance diversity, equity, and inclusion in each of the following areas:

- Recruitment, support, and retention of students
- Recruitment, support, and retention of faculty and staff
- Evaluation of the renewal of recruitment initiatives for a more robust international student presence on campus — one that is financially and operationally sustainable
- Curriculum evaluation
- Expansion of financial support and opportunities for underrepresented groups and initiatives that support these attributes
- Involvement in the local community, Callaway County, and the broader Missouri communities with respect to this initiative
- Alumni engagement in the previously discussed strategic initiatives

The report's recommendations are now incorporated into the College's Strategic Plan, with senior leadership responsible for their execution. In addition, at the recommendation of the Task Force, the president appointed a permanent Diversity, Equity, and Inclusion Council that reports to and advises him while also acting as a champion for DEI efforts throughout campus, the local community, and the overall Westminster community.



# FINANCIAL AND OPERATIONAL AFFAIRS:

## A COMPREHENSIVE ANALYSIS

Prior to FY 2021, the College materially reduced expenses by approximately \$4 million. Since then, from FY 2021 to FY 2024, we have continued to manage our expenses in a prudent fashion. However, in the desire to move the College toward a more financially and operationally sustainable future, Westminster invested \$4.96 million, with significant financial capital, in our people, while also providing additional funding for critical operations and new strategic initiatives. Over these four years, the College has increased salaries annually (ranging between 2.5% and 3%) and made annual 403B employer discretionary contributions to employees (ranging between 3% and 6% annually). It has added 34 new positions, and the average increase in salary for eligible employees over the course of this four-year period is approximately 11.5%. These investments in our employees and in other operational activities have been critical in moving the institution forward with its strategic initiatives. The College has also continued to reduce expenses in other areas as an integral part of its fiscal management, particularly in FY 2023 and FY 2024, as a recession-preparedness strategy and in an uncertain economic environment.

The previous evidence collected during FY 2020 and FY 2021 during the planning phase of the Strategic Plan, coupled with continuing to make key adjustments with the deployment of our strategic initiatives launched since then, clearly points to the fact that we can achieve financial sustainability by creating a number of pathways that create new and diversified revenue sources.

We have previously described a number of strategic initiatives that highlight how our new Strategic Plan will generate new net revenues through FY 2028 and beyond. Embedded in these initiatives is a strong emphasis on diversifying and increasing our enrollment and academic program offerings while maintaining a high-quality educational experience.

The investments the College has made in its employees in FY 2021 through this fiscal year to date, FY 2024, have reenergized the Westminster community in recent years, and coupled with a thoughtful and data-driven strategic planning effort, the College has executed efforts that will provide a pathway to financial and operational sustainability.

Below are certain pertinent facts about the current state of financial affairs at the College:

- The College maintained a 4.0% endowment spending rate for FY 2021 and FY 2022. The national average approximates 4.5%, which is the Board-approved rate for FY 2023 and FY 2024. The spending rate was externally reviewed in order to ascertain perpetuity of the endowment fund for various as well as future spending rates. The perpetuity study demonstrated a high confidence that our current endowment would remain intact for decades.
- Westminster places a high priority on the maintenance of strong internal control and risk-management systems to account for and properly maintain the stewardship of the endowment and other funds at the College. Through operational efficiencies; effective cash management; CARES Act I, II, and III; and the Payroll Protection Program funds (I & II), HERFF (I & II), and ERTC, we have maintained sufficient liquidity during COVID-19 throughout FY 2020, FY 2021, FY 2022, and FY 2023 and are on the same path to do so through FY 2024. The College has reduced its operating expenses by approximately \$5 million compared to budget for FY 2021-FY 2024, to date.
- With our commitment to attracting and retaining high-quality employees, and with the completion of an overall compensation study of all faculty and staff positions to compare to market demand, we continue to increase our competitive edge in attracting excellent talent to teach and provide an excellent learning environment for our students.

## CAPITAL INITIATIVES UPDATE







Westminster has continued with a careful, thorough evaluation of its present capital structure and future requirements. The assessment of our capital structure in FY 2020 and FY 2021 provided us with a number of opportunities, some that we enacted in FY 2021, FY 2022, and FY 2023, and will continue to do so in fiscal year 2024 and beyond. These opportunities have allowed us to restructure and refinance the College's present debt structure and provide the necessary capital resources to support critical strategic initiatives and their execution within the College's Strategic Plan.

# MARKETING AND STRATEGIC COMMUNICATIONS:

## SMALL COLLEGE. BIG IMPACT.

Through Westminster's new Strategic Plan, six value propositions emerged from an associated market study, charting a course forward and directing the activities taking place in the Department of Marketing and Strategic Communications.

### VALUE PROPOSITIONS

 <p><b>"Small"</b> (campus, classes, town) is valued as a strong positive for students, faculty, and alumni.</p>	 <p>Students highly value Westminster's many hands-on learning opportunities.</p>	 <p>Students, parents, and alumni value the College's qualified, friendly, and caring faculty and staff.</p>	 <p>Students place high value in Westminster offering a flexible curriculum.</p>	 <p>Students find value in the involvement of the College's alumni network (networking value).</p>	 <p>Parents value high placement rates and high earnings potential.</p>
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The six value propositions are the foundation of the work performed by the Director of Digital Media, Director of Media Relations and Senior Writer, Graphic Designer, Web Master, and Administrative Assistant, under the direction of the Vice President of Marketing and Strategic Communications.



### SOCIAL MEDIA INTERDEPARTMENTAL COLLABORATION

The department is currently undertaking a significant social media initiative that includes staff from across campus, from Academics to Enrollment Services to Reeves Library. The social media marketing plan from the interdepartmental collaboration focuses on the six value propositions with the goal of boosting enrollment, fostering a sense of pride among alumni and friends, drawing attention to upcoming events, and generating interest in Westminster among those who have not encountered the College before.

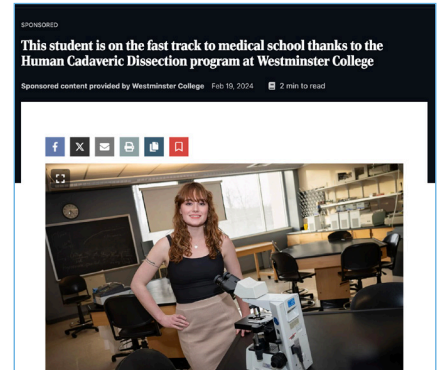


## IN SUPPORT OF THE OFFICE OF THE PRESIDENT

Within the last two years, under the direction of President and Chief Transformation Officer Donald P. Lofe, Jr., the department has significantly increased its communications support for the Office of the President through numerous digital and printed pieces, including the publication you are currently reading, which is updated two to three times per year.

## MEDIA RELATIONS AND STORYTELLING

Media relations and storytelling increasingly revolve around stories featuring current students in our most popular majors, such as our strong pre-medicine program that makes use of Westminister's unique Human Cadaveric Laboratory. Stories featuring younger alumni also are taking center stage. Storytelling increasingly involves videography, leading to increased collaboration within Marketing and Strategic Communications and other departments so that more student, faculty, and alumni features can be made — and shared — across multiple platforms.



## GRAPHIC DESIGN

The design of Westminister's numerous printed and digital pieces elevate Westminister's newly refreshed brand while retaining the overall image of the College. One recognizes Westminister pieces as belonging to the College because of their strong, consistent design.

Pieces also support the increasing number of Westminister events, including additional alumni, donor, athletics, and presidential events, as well as numerous initiatives associated with America's National Churchill Museum.

## MANAGING WCMO.EDU

The department is focused on the quick execution of information on Westminister's website, WCMO.edu. Our new publicly viewed Events Calendar is designed for convenient viewing by all those on and off campus. As a result, the calendar is streamlining events planning while promoting all things Westminister to both an internal and external audience.



# ALUMNI ENGAGEMENT:

## BUILDING A COMMUNITY BEYOND THE COLUMNS

As an alumnus or alumna of Westminster, you are an important member of the College family. Your ongoing engagement and support is key to our future success. In fact, the word “alumnus” is derived from the Latin “to nourish.” In the Alumni Engagement Office, we seek to welcome, encourage, and support your ongoing nourishment of the College.

First, we welcome your time and talents. There are many ways alumni can help advance the College:

- **Identify and Recruit Students**

Perhaps you know current high school students who would be good candidates for Westminster College? Use the “Refer a Student” form on the College website ([WCMO.edu/Alumni/Refer.html](http://WCMO.edu/Alumni/Refer.html)), and we will reach out and invite them to visit the campus. Beginning in March of each year, we invite alumni to help encourage admitted students to matriculate to the College. If you are interested in being part of our Alumni Admissions Ambassadors, please contact the Alumni Office at [Alumni@WCMO.edu](mailto:Alumni@WCMO.edu) or 573-592-5319.



### REFER A STUDENT

Visit [WCMO.edu/Alumni/Refer.html](http://WCMO.edu/Alumni/Refer.html)



### JOIN HANDSHAKE

Visit [WCMO.edu/Academics/SSC/Handshake.html](http://WCMO.edu/Academics/SSC/Handshake.html)

- **Use Handshake to Provide Career Opportunities for Students**

Students are always looking for internship and job opportunities as well as informational/practice interviews with alumni. If you would like to help students prepare for their career path, contact the Career Development Office at [CareerSrv@WCMO.edu](mailto:CareerSrv@WCMO.edu). If you have internship and/or job opportunities, please list them on the College’s Handshake Platform ([WCMO.edu/Academics/SSC/Handshake.html](http://WCMO.edu/Academics/SSC/Handshake.html)).

- **Support the Women of Westminster**

In 2018, recognizing that female enrollment has traditionally lagged behind male enrollment at the College, a group of alumnae, led by Dr. Audrey Remley, a former dean of the College, formed Westminster Women Advancing Together (WWAT) to see this number increase exponentially. Today, WWAT raises money for scholarships, finds opportunities to socialize together, and supports Westminster women in countless other ways. To join this initiative, contact [Remley@WCMO.edu](mailto:Remley@WCMO.edu) or give directly at [WCMO.edu/Giving](http://WCMO.edu/Giving).



## NOMINATE A FELLOW ALUM FOR AN AWARD

Visit [WCMO.edu/Alumni/Awards](https://WCMO.edu/Alumni/Awards)

### • Nominate a Fellow Alum for an Award

Since 1956, the Alumni Awards Convocation has recognized outstanding alumni who are living lives of success, significance, and service. Awards are presented during Alumni Weekend each April. Help the College identify deserving alumni by submitting a nomination. The College website has more information about award categories at [WCMO.edu/Alumni/Awards](https://WCMO.edu/Alumni/Awards).

## OUR AMAZING ALUMNI

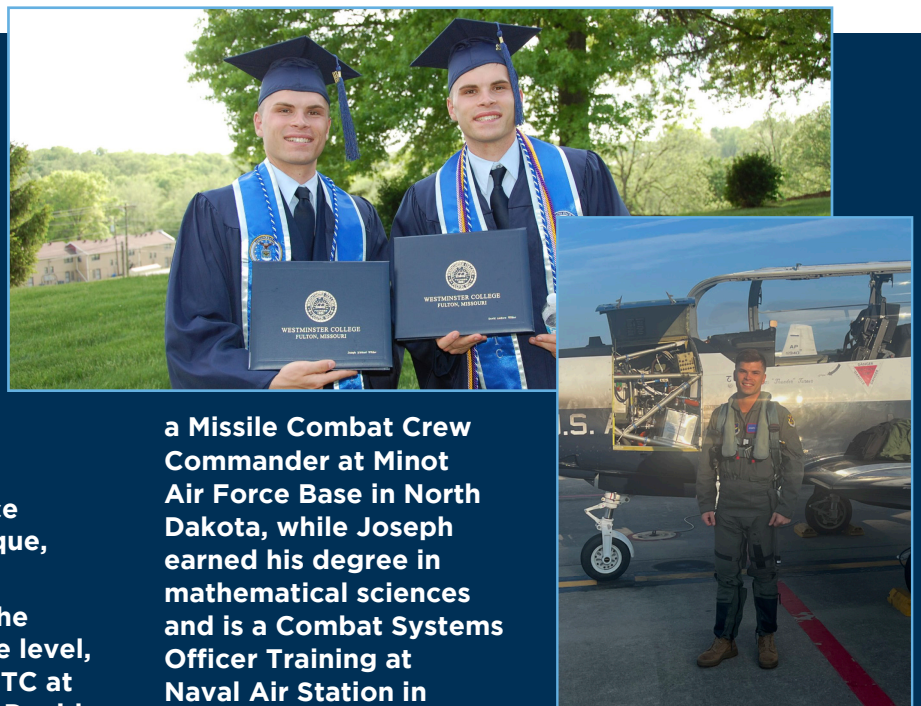
Our alumni are important to us, and we are proud to share their stories. Take **DAVID, '22 IND**, and **JOSEPH WILDER, '22 IND** — identical twins from Jefferson City, Missouri, who were Westminster roommates, Blue Jays soccer teammates, and Air Force ROTC members while students at the College.

Today, both appreciate their specific choice of a small college that supported their unique, specific interests.

“Westminster was close to home, we got the opportunity to play soccer at the collegiate level, and we were able to also join Air Force ROTC at Mizzou,” explains David.

As students, the twins were strongly encouraged by Westminster faculty members and the College’s soccer coach, who worked together to ensure the twins’ schedules aligned perfectly with their goals.

Collaboration and hard work paid off: David earned his degree in physics and today is



a Missile Combat Crew Commander at Minot Air Force Base in North Dakota, while Joseph earned his degree in mathematical sciences and is a Combat Systems Officer Training at Naval Air Station in Pensacola, Florida.

Separately, but together in spirit, the Wilder brothers are making an impact by serving their country — all facilitated by the personalized education they first received at Westminster College. Read more at [WCMO.edu/Wilder](https://WCMO.edu/Wilder).

### TELL US YOUR STORY

We want to hear from alumni like the Wilder twins who are doing interesting things! Check out the Alumni Story Wall at [WCMO.edu/About/Alumni-Stories](https://WCMO.edu/About/Alumni-Stories), and consider sending us your own story and a photo to add to the Wall. Send your alumni stories to [Alumni@WCMO.edu](mailto:Alumni@WCMO.edu) or 573-592-5319.

### • Participate in the New 1851 Challenge

On Feb. 29, 2024, our Alumni Engagement team instituted the New 1851 Challenge — a 29-hour giving marathon — which was a huge success thanks to the generosity of our alumni and friends. This exciting giving marathon took advantage of social media and other digital means to surpass the 2023 six-week challenge in only 29 hours, making our students the real winners of the challenge. Look for a similar challenge in 2025!

### • Join the President’s Club

You can make an impact at Westminster through joining the President’s Club, Westminster’s most prestigious annual recognition club for alumni, parents, and friends. Membership begins at \$1,200 per fiscal year. Young Alumni membership in the President’s Club, for alumni who have graduated within the last twelve years, begins at \$300. Those who join are invited to attend the President’s Recognition Luncheon. To join, simply go to [WCMO.edu/Giving](https://WCMO.edu/Giving).



## APPLY TO THE ALUMNI COUNCIL

Visit [WCMO.edu/Alumni/Involved/Council.html](http://WCMO.edu/Alumni/Involved/Council.html)

### Apply to the Alumni Council

The Westminster Alumni Council is taking nominations for members to fill vacancies and upcoming terms. Ideal candidates should possess a passion for Westminster College, strong leadership and organizational skills, and the ability to motivate fellow alumni to be engaged. The Alumni Council seeks a diverse membership based on alumni density in geographic areas, graduation decades, geographic areas of interest for student recruitment, gender, and affinity group (i.e., Greek or independent affiliation). Members are expected to attend fall and spring meetings on campus, to attend other Council and committee meetings held via Zoom, and, when possible, to participate in regional engagement activities. Appointments are limited to two consecutive three-year terms.

Complete the nomination form at [WCMO.edu/Alumni/Involved/Council.html](http://WCMO.edu/Alumni/Involved/Council.html) to nominate yourself or suggest other alumni who would be good additions to the Council. For more information, view our website or contact the Alumni Office at [Alumni@WCMO.edu](mailto:Alumni@WCMO.edu) or 573-592-5319.

**We also invite alumni to share their personal treasures by supporting any number of worthwhile funds at the College.**

- **Support the Westminster Fund**

The Westminster Fund is the lifeblood of the College. Gifts to the Fund impact nearly all programs and people on campus, including top priorities such as student scholarships, improving education, and supporting student life and health. These gifts allow students to pursue their dreams and make the most of their campus experience. Gifts to the Fund provide a key part of the College's funding each year. Since gifts to the Fund are spent in the year given, they make an immediate impact. No matter how much you give, every dollar works hard to provide resources to the areas you love. We are counting on you!

## CONNECT ON LINKEDIN

Join the exclusive Westminster Alumni Group on LinkedIn! Search for "Westminster College (MO) - Alumni" and ask to join. We will verify your degree and admit you to the group. It's a great way to expand your professional network with peer alumni. You can also post messages exclusively for the Westminster alumni family. More than 1,200 alumni currently belong to the group, and we want to expand to include you!



### SCAN TO JOIN

or visit [LinkedIn.com/Groups/126304/](https://www.linkedin.com/groups/126304/)

- **Join the Blue Jay Spirit Club**

The Blue Jay Spirit Club provides ongoing support for our 19 Division III intercollegiate athletic teams. Membership levels range from \$100 to \$5,000. Benefits in the Club include discounts on spirit wear, passes to home games, and regular updates on all programs or just your favorite team. Help promote the Blue Jays to achieve their very best!

- **Establish a Scholarship Endowment**

Endowing a named scholarship at Westminster College is an important, lasting way to aid students. Your scholarship establishes an important legacy of support for the future. It is also a meaningful way to honor family and friends. Endowed scholarship funds are designed to be permanent and perpetual. They may be created with gifts totaling a minimum amount of \$25,000, contributed in full at the outset, or with an initial commitment that is added to more than five years until the endowment level of \$25,000 is attained. The principal of the fund is invested to produce income, and an annual award is made to a student or group of students. The principal stays untouched, so the endowment can last into perpetuity. For more information, contact the Alumni Office at [Alumni@WCMO.edu](mailto:Alumni@WCMO.edu) or 573-592-5319.



### SCAN TO GIVE

or visit [WCMO.edu/Giving](http://WCMO.edu/Giving)

As we continue to share our progress with you, please consider an investment in Westminster College and our students!

# ENSURING SUCCESS FOR THE FUTURE: THE HIGHER LEARNING COMMISSION



Westminster College has a dedicated faculty member with long-standing knowledge of and experience with the Higher Learning Commission, or HLC. Dr. David Jones serves as Westminster's Chief Accreditation Officer and Accreditation Liaison Officer

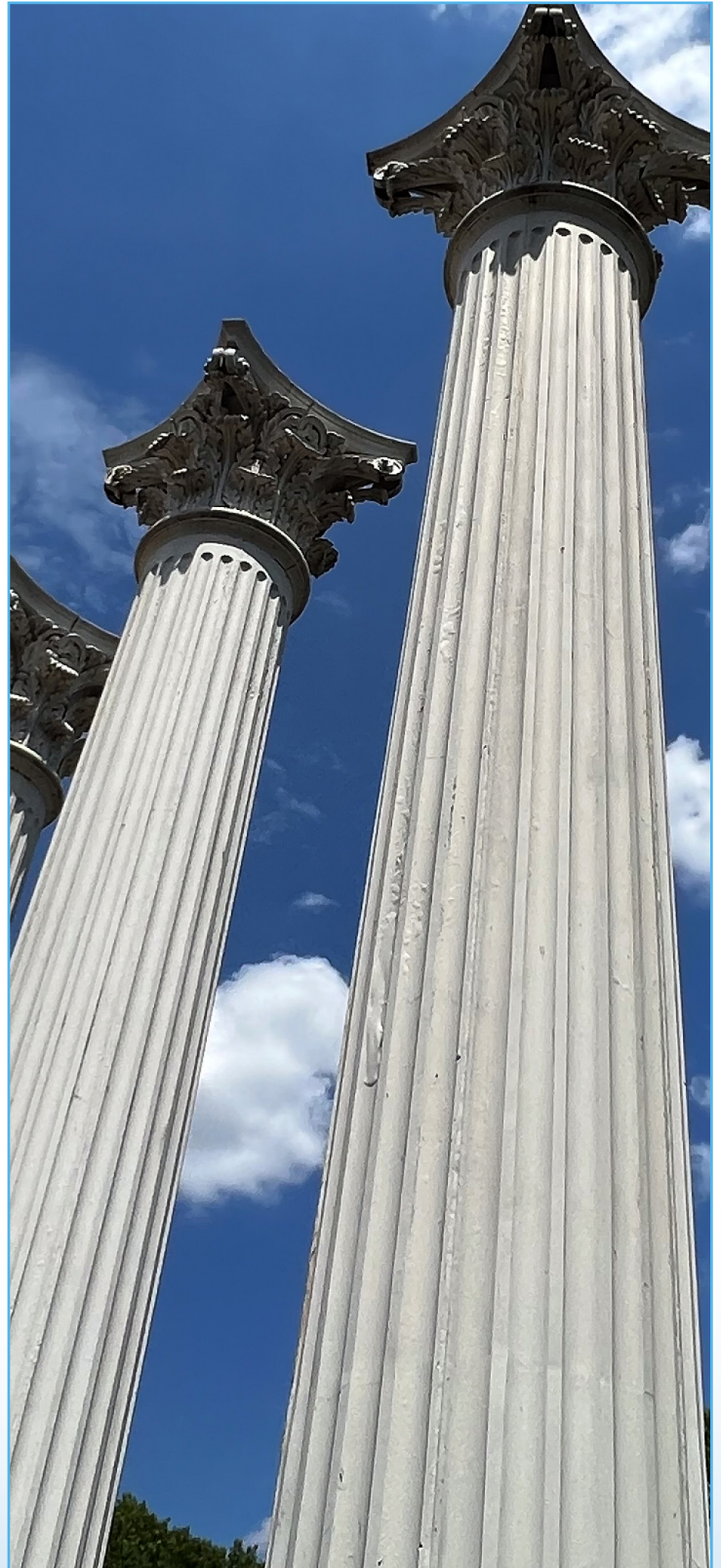
to the HLC, reporting directly to the president. He carefully oversees a variety of duties to ensure Westminster's institutional accreditation.

**THE COLLEGE HAS BEEN CONTINUALLY ACCREDITED BY THE HLC SINCE 1916.**

## CONTINUING TO MEET THE HLC'S CRITERIA FOR ACCREDITATION: TWO IMPORTANT STEPS DURING THE 2023-2024 ACADEMIC YEAR

Westminster was last institutionally accredited by the HLC in 2015 and currently is part of two required reports.

- Westminster sent an Interim Report on progress regarding the College's Strategic Plan to the HLC just before Dec. 1, 2023. This was a follow up to the HLC's Focused Visit to the College in the fall of 2021, which took place after the completion of the Strategic Plan during the 2020-2021 academic year.
- Westminster is also due for its 10-year Reaffirmation of Accreditation Visit from the Higher Learning Commission in December 2024. Preparation for the visit involves the creation of an Assurance Argument and Evidence File that shows Westminster continues to meet the HLC's Criteria for Accreditation as well as requirements for Federal Compliance. An embedded report regarding progress on the College's Strategic Plan is also due with the Assurance Argument.



# 5 PRIMARY CRITERIA FOR ACCREDITATION BY THE HIGHER LEARNING COMMISSION

The HLC's Criteria for Accreditation include the following:

- 1** Having and living an institutional mission.
- 2** Demonstrating integrity and ethical and responsible conduct across the student body, the faculty and staff, and the Board of Trustees.
- 3** Ensuring that there is quality teaching, curricula, and resources for student learning.
- 4** Having strong processes and procedures for continuous improvement, including regular academic program reviews, assessment of student learning, and methods and results to improve student retention and persistence to graduation.
- 5** Demonstrating strong financial resources, effective strategic planning, and effective college governance.

Examples of areas in which Westminster must show compliance with federal regulations include assignment of credits, publication of transfer credit policies, practices for verification of student identity and privacy protections, Title IV responsibilities, publicizing student outcome data, and remaining in good standing with specialized accreditors. For example, Westminster's business program is accredited by the Accreditation Council for Business Schools and Programs, and Westminster's education program is accredited by the Missouri Department of Elementary and Secondary Education.

# PROVIDING STRONG PROJECT OVERSIGHT: A TEAM APPROACH

Preparation for this reporting and visit is significant, and six teams — one for each of the criteria and one for Federal Compliance — of Cabinet, faculty, staff, Trustees, and students began working during the fall 2023 semester on assembling evidence and completing draft arguments during the current academic year.

Overseeing the project is the HLC Steering Committee, which consists of the following:

- **Dr. Jones**  
Chief Accreditation Officer and Accreditation Liaison Officer to the HLC (Chair)
- **Dr. Steve Tyrell**  
Senior Vice President, Chief Financial Officer, and Chief Operating Officer (Criterion No. 5)
- **Dr. Kasi Lacey**  
Vice President and Dean of Student Life (Criterion No. 1)
- **Ms. Aimee Bristow**  
Associate Vice President of Enrollment Management and Financial Aid (Federal Compliance)
- **Dr. Jim McRae**  
Professor of Philosophy and Religious Studies (Criterion No. 2)
- **Dr. Ingrid Ilinca**  
Vice President, Chief Academic Officer, Provost, and Chief Student Retention Officer
- **Dr. Abby Coats**  
Professor of Psychology (Criterion No. 3)
- **Mr. Derek Zander**  
Vice President of Intercollegiate Athletics, Athletics Advancement, and Strategic Programs
- **Ms. Tanys Hines**  
Assistant Dean of Online Programs (Criterion No. 4)
- **Mr. Jim Morton**  
Chair of the Board of Trustees

**“HLC accreditation is critically important for several reasons. The goal of accreditation is to assure students, as well as parents and employers, that a college or university provides a quality educational experience, which will be recognized as such by potential employers or licensing boards as well as by other colleges or universities in case of student transfers or pursuit of a higher degree.”**

**DR. DAVID JONES**

Chief Accreditation Officer and Professor of Psychology



# CLOSING THOUGHTS:

## JOIN US IN OUR TRANSFORMATIVE EFFORTS



Among his many quick retorts and famous quotations, Winston Churchill once said, “Facts are better than dreams.” This booklet presents you with a number of facts rather than an expansive list of our dreams for the future — but rest assured, we have many. Yet to achieve our dreams, we are actively making strides to achieve progress in countless measurable, actionable ways. And we want you to join us based on facts that speak for themselves.

“ Facts are better than dreams.”

- WINSTON CHURCHILL

The facts presented here support a vision we are excited about, and we invite you to share in that excitement. We invite you to ask us questions, to offer your comments, to partner with us in our initiatives, to spread the word about our progress to others, and, perhaps most importantly, to support us financially.

The fact is, we are witnessing an exciting time of growth and renewed energy throughout the Westminster community, but we can't achieve the dreams we have for our students without you. On behalf of Cabinet and all of us at Westminster College, I hope the facts presented in this booklet encourage you to join in our transformative efforts. We look forward to including you in our journey!

*Don*

**Donald P. Lofe, Jr., '79 IND**  
President and Chief Transformation Officer



**WESTMINSTER**  
COLLEGE

SMALL COLLEGE. BIG IMPACT.™

# BIOGRAPHIES

## OF PRESIDENT LOFE AND THE CABINET

### DONALD P. LOFE, JR., '79 IND CPA, CGMA (Active Status) President and Chief Transformation Officer

Leveraging more than four decades of professional excellence in corporate finance, operations and risk management, Donald P. Lofe, Jr., assumed the role of President and Chief Transformation Officer at Westminster College in Fulton, Missouri, on July 1, 2021. After a unanimous vote, the College's Board of Trustees officially announced Mr. Lofe as the College's 23rd president in April 2021, citing the major progress at the historic liberal arts college made under his leadership as Interim President in Fiscal Year 2020-2021, even during an exceptionally challenging year and in the midst of the pandemic. Additionally, he has continued to drive transformational efforts at the College which have been and continue to be focused on many cultural and operational aspects within the entire institution. Mr. Lofe has utilized his years of experience and professional skills in change management and communication practices necessary throughout the ongoing implementation of these endeavors. He was inaugurated as President and Chief Transformation Officer of the College in November 2021.

A 1979 Westminster College distinguished graduate and a two-time NAIA Indoor Track and Field All-American, Mr. Lofe previously served on Westminster's Board of Trustees for approximately eight years in a variety of capacities, including Board Chair, throughout his Board tenure. Mr. Lofe presently serves on the Board as an ex-officio member, consistent with the historic practice for the role of the College's president. He is also on an indefinite and extended leave of absence from his board chair role. Prior to his appointment at the College as Interim President and Chief Transformation Officer in 2020, Mr. Lofe was most recently a Partner and the Chief Risk Officer for Global Business Services - Mortgage and Lending Solutions for the IBM Corporation based in San Ramon, California.

Mr. Lofe has served in several senior executive roles for insurance, community lending, and other financial and mortgage-related service entities, both domestically and internationally, before his tenure with the IBM Corporation. He was a Partner with PricewaterhouseCoopers LLP, specializing in financial services, insurance, and private and public higher-education clientele. He also served as the engagement partner for The Progressive Corporation.

Mr. Lofe is a CPA, CGMA (Active Status) and is also

COSO Certified by the AICPA. He was named by *Treasury and Risk*, a leading corporate finance and treasury periodical, as one of the 100 Most Influential People in Finance. In 2023, Mr. Lofe was inducted into the Marquis Who's Who Biographical Registry.

In October 2022 and September 2022, respectively, Mr. Lofe was inducted into the Association of Churchill Fellows of Westminster College and, with his 1978 and 1979 Westminster cross-country and track and field teammates, was inducted into Westminster College's Athletics Hall of Fame. In October 2023, Mr. Lofe was inducted into the College's Athletics Hall of Fame as an individual cross-country and indoor and outdoor track and field athlete.

In 2011, Mr. Lofe was awarded the Lifetime Alumni Achievement Award from Westminster, where he received a Bachelor of Arts degree in Accounting and Political Science as an undergraduate. Mr. Lofe also holds an MBA, with concentrations in Finance and Business Policy, from The University of Chicago School of Business.

Mr. Lofe is a member of the Board of Directors of the Callaway County Chamber of Commerce, the Missouri Colleges Fund, Inc., and the International Churchill Society (US). Additionally, he is a member, Vice Chair, and Secretary of the President's Council of the St. Louis Intercollegiate Athletic Conference (SLIAC).

Mr. Lofe's wife, Lorraine, is a native of St. Louis, Missouri, who graduated from Southeast Missouri State University in Cape Girardeau with a Bachelor of Science degree in Business Administration. She is also a CPA. The couple met in St. Louis and married in 1992. They have a set of grown twins. Their daughter, Lauren, graduated with honors from the University of San Diego in 2019 and is a Senior Marketing Strategist for a data-driven marketing agency in San Diego, California. Their son, Don III, graduated with merit in 2020 from the U.S. Naval Academy. He is a Naval Aviator based at Tinker Air Force Base, in Oklahoma City, Oklahoma.



## DR. STEVE TYRELL

### Senior Vice President, Chief Financial Officer, and Chief Operating Officer

Dr. Steve Tyrell is Senior Vice President, Chief Financial Officer, and Chief Operating Officer for Westminster College. Dr. Tyrell oversees various administrative operations for the College, including the Business Office, Information Technology, Human Resources, Strategic Communications and Institutional Marketing, and Plant Operations. He is also co-leading with colleagues the institution's current strategic planning process and its master plan program. Dr. Tyrell also serves as Treasurer and Secretary to the Board of Trustees.

Prior to joining Westminster's staff, he served as a consultant for the institution through his consulting firm, Excalibur Consulting Group. Dr. Tyrell has served in various higher education roles throughout the past 40 years, including college President, Vice President, and interim roles as Vice President for Academic Affairs and Chief Financial Officer at North Country Community College, State University of New York at New Paltz, Alfred State College, Michigan Tech, Massachusetts Institute of Technology, and McKendree College. He also has served as a conflict mediator in

New York, Michigan, and Massachusetts.

Dr. Tyrell has a PhD in Rhetoric and Technical Communication with a focus on organizational communication from Michigan Technological University. He has

taught interpersonal communication and student development theory to application.

Dr. Tyrell's research areas and published works include organizational politics, mid-level management identity, residential living and community development, and academic integrity. He has a master's degree in Educational Administration and Supervision and a bachelor's degree in Speech Communications: Radio and Television Production from the State University of New York at New Paltz.



## DR. INGRID ILINCA

### Vice President, Chief Academic Officer, Provost, and Chief Student Retention Officer

Dr. Ingrid Ilinca is the College's Vice President, Chief Academic Officer, Provost, and Chief Student Retention Officer. Dr. Ilinca is passionate about education and supporting Westminster's students as a teacher, advisor, and administrator. She has held a number of roles at the College since joining the faculty as an Assistant Professor of French in 2010. Most recently, Dr. Ilinca has served as the Associate Vice President of Enrollment Management and Chief Student Retention Officer after six years of increasingly complex roles in the areas of student success and retention. In that capacity, she has fully developed the Student Success Center into a vibrant facility that comprehensively supports students in many important ways.

During her tenure at Westminster, Dr. Ilinca has also served as Chair of the Department of Foreign Languages, Chair of the Division of Humanities,

and Chair of the Curriculum Committee. Her work in the Advising Task Force and Curriculum Reform Task Force stimulated her genuine desire to contribute to positive changes in these areas. As a faculty member, Dr. Ilinca designed Westminster's French program and taught 15 different courses in five years. A native of Iași, Romania, Dr. Ilinca earned an MA in French Interdisciplinary Studies and a PhD in French Studies at the University of Illinois in Urbana-Champaign.



## DR. KASI LACEY

### Vice President and Dean of Student Life

Dr. Kasi Lacey currently serves as the Vice President and Dean of Student Life at Westminster College. In these capacities, she provides supervision and directs the operations of several departments, including Residential Life, Student Involvement, Fraternity and Sorority Life, the Center for Faith & Service, the Wellness Center, and Student Accountability. Dr. Lacey is chair of the COVID-19 Campus Task Force and serves on a variety of committees, including as co-chair of the Diversity, Equity, and Inclusion Steering Committee. She serves on the Master Planning Committee, President's Cabinet, and Campus Title IX/Clery Task Force. Dr. Lacey was also appointed by President Lofe to assume college-wide coordination and oversight of local, county, state, and federal community relationships, policies, and related initiatives, including grants, involvements with these constituencies, and other opportunities for the College.

Dr. Lacey attended Austin College — a small liberal arts college similar in structure to Westminster — for her undergraduate degree and then moved on to receive her PhD in Counseling Psychology from Texas Tech University in Lubbock in 2010. Dr. Lacey

joined Westminster in 2011 as the Executive Director of the Wellness Center and Assistant Professor in the psychology department, as she is also a licensed psychologist.

During her tenure at Westminster, Dr. Lacey has applied for and received two federal grants totaling \$600,000 from the Department of Justice/Office on Violence Against Women. She is the three-time recipient of the Phi Delta Theta Faculty Advisor of the Year Award. Dr. Lacey has also received the Living the Mission Forsythe Award, Remley Women's Center Award, Buschman Award for Inspiring Service, and Buschman Award for Moral and Spiritual Influence.

Dr. Lacey and her husband, Ryan Lacey, who is an Investigator with the Callaway County Sheriff's Office, reside in Fulton with their daughters, Harper Jean and Lauren Rose.

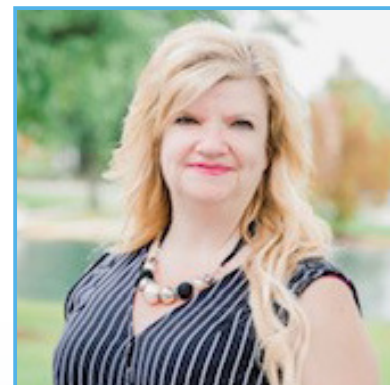


## DR. STEPHANIE WELLS

### Vice President of Strategic Communications and Institutional Marketing

Dr. Stephanie Wells joined the Westminster team in January 2023 as the College's Vice President of Institutional Marketing and Strategic Communications. She is a member of the president's Cabinet and also currently serves on a variety of committees, including the HLC Ethics and Integrity Subcommittee. Dr. Wells has experience enriching communication with internal and external constituencies, promoting brand awareness, and executing strategic initiatives. She has served as a consultant to institutions of higher education, addressing conflict management, team building, promoting diversity and inclusion, and leadership strategies. Stephanie has an MA in Socio-Political Communication from Missouri State University and a PhD in Organizational Communication with a collateral field in Psychology from the University of

Missouri-Columbia. She brings to Westminster a comprehensive background in communications and marketing, with her most recent appointment being Consultant to the Office of the President and the Vice President of Strategic Communications at William Woods University. Dr. Wells and her family reside in Fulton, and she is excited to be working with the faculty, staff, students, alumni, and others in the Westminster community.



## DR. DAVID JONES

### Chief Accreditation Officer and Professor of Psychology

A longtime faculty member at Westminster College, Dr. Jones is currently Chief Accreditation Officer and the senior member of the faculty. He has published a number of articles, educational materials for psychology courses, and has presented more than 30 times at professional conferences. Dr. Jones recently served as Acting Dean of Academic Affairs and Dean of Faculty and as Interim Associate Vice President and Associate Dean of Faculty. In past years, he served Westminster in a variety of roles, including several years in academic administration, twice as Associate Vice President/Associate Dean of Faculty, and three times as Acting Vice President for Academic Affairs. Prior to that, Dr. Jones served as the department chair for psychology, the division chair for social sciences, the Director of the Westminster Seminar Program, the Director of Academic Advising, and the Director of Assessment.

Currently, he serves as Westminster's Accreditation Liaison Officer to the Higher Learning Commission as well as a member of HLC's Appeals Body, Marshal of the College, faculty advisor to the Skulls of Seven, and as the faculty sponsor of Westminster's most

prestigious national honor society, Alpha Chi.

Additionally, he works with both national, regional, and state associations, including as President of the Alpha Chi National College Honor Society, as an HLC Peer Review Team Chair, as a member of the Missouri Committee on Transfer and Articulation, and as a leader with the Advanced Placement Program in Psychology.

Dr. Jones is from Los Angeles, California, and is both a first-generation American and college graduate. He received his bachelor's degree and PhD in psychology from the University of Southern California. Dr. Jones is married to Kathy, and they have a son, Ethan, as well as dogs and cats. He is also a big sports fan — especially the Los Angeles Dodgers, USC Trojans, and Los Angeles Lakers.



## DR. PAUL ORSCHELN

### Vice President of Enrollment Services

Dr. Paul Orscheln serves as the Vice President of Enrollment Services at Westminster College. He brings more than 20 years of successful experience in enrollment services to the College and leads all aspects of student recruitment, enrollment marketing, and financial aid. Before joining the staff at Westminster in 2019, Dr. Orscheln worked in enrollment management and retention at Missouri Western State University in St. Joseph.

Dr. Orscheln's other posts include the University of Central Missouri in Warrensburg, Northern Arizona University in Flagstaff, Northern Kentucky University in Highland Heights, and Colorado State University-Pueblo. At each institution where he has served, Dr. Orscheln has implemented comprehensive strategic initiatives that have led to increased enrollment. He also was one of the first enrollment managers to utilize non-cognitive assessment to evaluate at-risk student populations. In addition, Dr. Orscheln has led reorganization efforts across several institutions, resulting in operational

efficiencies and a reduction in student barriers to success.

Dr. Orscheln serves on the following campus-wide committees: Strategic Planning, President's Cabinet, and Dean's Council. Outside of the College, he is a member of the Missouri ACT Council and serves as a peer evaluator for the Higher Learning Commission.

Dr. Orscheln earned a doctorate in Educational Leadership and Policy Analysis from the University of Missouri in Columbia in 2012. In 1996 and 1998, respectively, he received both bachelor's and master's degrees in Exercise Science from the University of Central Missouri, where he was a two-time track NCAA All-American.



# DR. KEITH E. BRANT

## Interim Vice President for Alumni Engagement and Development

Dr. Keith E. Brant officially joined the President's Cabinet at Westminster College on June 12, 2023, as Interim Vice President for Alumni Engagement and Development. For more than 30 years, Dr. Brant has led advancement teams at distinguished institutions of higher education in the areas of advancement, alumni engagement, marketing, advocacy, special events, and advancement services. He is known for creating strategies for ambitious campaigns that have greatly exceeded their goals.

Throughout his tenure, Dr. Brant has directed a variety of programs through strategic transitions, including leading efforts to enhance technologies and systems used by advancement programs. Most recently, he served as Vice Chancellor of University Relations at the University of California, Santa Cruz, where he directed a team of 110 professionals across the areas of advancement and executed growth programs, including the completion of the Campaign for UC Santa Cruz — the University's first fundraising campaign — which exceeded its \$300 million goal by \$35 million. Under Dr. Brant's leadership, the Campaign engaged more than 63,000 donors, doubling both the number

of endowed faculty chairs and the size of the campus endowment.

In addition to his work at UC Santa Cruz, Dr. Brant has served as the Vice President of Development at Saint Mary's College of California in Moraga, California; as Vice Chancellor, External Relations for the University of California, San Diego; and as Executive Director of the UCLA Alumni Association, where he led one of the largest and most diverse alumni organizations in the world. In recent years, Dr. Brant has been a vice president with the Chicago-based philanthropic consulting firm Grenzebach, Glier & Associates.

Dr. Brant earned his Bachelor of Arts in Film & Television, Master of Arts in Higher Education, and PhD in Higher Education, all from the University of California, Los Angeles.



# DEREK ZANDER

## Vice President of Intercollegiate Athletics, Athletics Advancement, and Strategic Programs

Mr. Derek Zander began his position with Westminster College as Vice President of Intercollegiate Athletics, Athletics Advancement, and Strategic Programs on May 31, 2023. Prior to arriving at the College, Mr. Zander worked for 11 years at Iowa Wesleyan University, where he most recently served as Vice President for Advancement and Athletics. At Westminster, Mr. Zander is focused on achieving strategic goals while broadening these concepts to impact Westminster's student-athletes.

Mr. Zander experienced phenomenal success at Iowa Wesleyan in fundraising, marketing, alumni relations, community relations, recruitment, retention, and operations, despite the challenging factors impacting higher education. He is particularly noted for leading Iowa Wesleyan's advancement team to enhance communication with alumni and key stakeholders, quickly increasing annual giving overall from 2020 to the present. From fiscal year 2020 to 2022, he increased fundraising by 167%. In 2022, he led the advancement team to a record performance of \$3.7 million raised. Prior to his vice presidential role, Mr. Zander served in a variety of

capacities at Iowa Wesleyan, including Assistant Athletic Director, NCAA Compliance Officer, Head Baseball Coach, and Assistant Baseball Coach. A native of Fort Walton Beach, Florida, Mr. Zander grew up in Colorado Springs, Colorado.



In 2011, he earned a Bachelor of Science degree in Exercise Science from Iowa Wesleyan, where he played collegiate baseball. In 2014, he earned a master's degree in Coaching and Administration from the University of Concordia-Irvine. In 2019, he received both the Carol Nemitz Staff Member of the Year Award and the St. Louis Intercollegiate Athletic Conference Service Award. Mr. Zander and his wife, Anna, are the parents of two sons: Mason (7) and Gavin (3).

## TIMOTHY RILEY

### **Sandra L. and Monroe E. Trout Director and Chief Curator, America's National Churchill Museum, and Churchill Fellow of Westminster College**

Since 2016, Mr. Timothy Riley has served as the Sandra L. and Monroe E. Trout Director and Chief Curator for America's National Churchill Museum, or ANCM. Mr. Riley is a graduate, cum laude, of Lawrence University in Appleton, Wisconsin, and pursued post-graduate study at Columbia University in New York. He served as a curatorial assistant, education assistant, and lectures/concerts coordinator at The Cloisters, a part of the Metropolitan Museum of Art in New York. From 2006 to 2011, Mr. Riley served as director of the Trout Museum of Art in Appleton and was appointed Director Emeritus in 2012. Mr. Riley was inducted into the Association of Churchill Fellows of Westminster College in 2016.

He is an in-demand speaker on Winston Churchill and has been cited or interviewed by The Wall Street Journal, Los Angeles Times, The New York Times, Le Point, NPR, C-SPAN's Washington Journal, and others. He recently contributed the opening chapter examining speeches by Winston Churchill and Mikhail Gorbachev in *The End of Cold War and its Aftermath*, a book published by the Arthur D.

Simons Center for Ethical Leadership Interagency Cooperation and published the *Command and Staff College Foundation Press*. Mr. Riley serves as a contributing editor for *Finest Hour*, the journal of the International Churchill Society.



Mr. Riley has led ANCM's \$10 million High Roads of the Future Campaign, securing since 2018 gifts and pledges totaling \$9.68 million for the preservation of Christopher Wren's St. Mary the Virgin, Aldermanbury, at ANCM and for Museum programs, educational outreach, and operations. He serves as an ex-officio member of the Board of Governors of the Association of Churchill Fellows of Westminster College and the Board of Directors for the International Churchill Society - United States.

## LINDA WEBSTER

### **Associate Vice President, Associate Dean of Faculty and Academic Operations, Chair of the Department of Computing and Digital Technology, and Interim Chair of the Department of Business**

Dr. Linda Webster is Associate Vice President and Associate Dean of Faculty and Academic Operations, Chair of the Department of Computing and Digital Technology, Interim Chair of the Department of Business, and a tenured professor. During her time at the College, she has served in various capacities, including department chair, Director of Assessment, Director of Academic Advising, program coordinator, and as Associate Dean of Faculty. She also has been a member on most faculty committees. Dr. Webster's educational background includes a PhD in Business Education from the University of Missouri-Columbia with emphasis areas in Computer Science and Information Science; an MBA from the University of Arkansas-Fayetteville with emphasis areas in Data Processing and Quantitative Analysis; a Bachelor of Science in Office Management from Arkansas Tech University with emphasis areas in Data Processing

and Business Administration. She has also completed a graduate-level certification in Information Assurance from the University of Illinois-Springfield. Dr. Webster has extensive research publications and presentations in business and computing educational pedagogy and has taught a wide range of courses across both disciplines. She brings to her classrooms and to her administrative roles practical experience from business and industry.





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