

William Jewell College Ascent Plan, 2023-2030



WILLIAM JEWELL COLLEGE
THE CRITICAL THINKING COLLEGE®

Strategic Initiative: Build Capacity



Strategic Priority: Enrollment Optimization

Key Performance Indicator I: Net tuition revenue per student

Measurement

- Achieve and maintain targeted net tuition of \geq \$13,000 per student

2023 Benchmark

- \$8,000 per student in the first-time full-time fall UG cohort

Key Performance Indicator II: Size of the entering first-time full-time fall undergraduate cohort

Measurements

- Increase the entering first-time full-time fall cohort at an annual rate of 8-10% per year
- Increase geographic diversity of the entering first-time full-time fall cohort 15%

2023 Benchmarks

- ~260 entering FY, FT UG students
- 30% of incoming students are out of state

Strategic Priority: Enrollment Optimization *(cont.)*

Key Performance Indicator III: Total enrollment and revenue in non-traditional programs

Measurement

- ≥ 500 undergraduate and graduate students in non-traditional programs
- $\geq \$2\text{MM}$ in new revenue by 2030 from students enrolled in non-traditional programs
- Increase Jewell Unlimited earnings to achieve a minimum annual return of \$500K/year by 2030

Benchmarks

- ~20 UG and ~28 GR
- ~\$0 in new UG and GR revenue
- ~\$200,000 in Jewell Unlimited annual return

Strategic Priority: Endowment Growth

Key Performance Indicator I: Infrastructure to grow the endowment

Measurements

- Complete a needs assessment
- Enlarge Advancement staff to address needs
- Establish robust programming around planned giving
- Increase planned estate gifts restricted to the endowment by 50%

Benchmarks

- Needs assessment established
- \$11,122,797 in current planned gifts through the ADHS

Key Performance Indicator II: Endowment size

Measurements

- By 2030, the endowment's cash value is \$85 million
- By 2030, planned commitments to the endowment total \$90 million

Benchmarks

- Cash value is ~\$60 million
- \$11,122,797 in current planned gifts through the ADHS

Strategic Priority: Inclusion and Belonging

Key Performance Indicator I: Diverse living and learning community

Measurements

- Total student diversity is 40% by 2030
- Tenure/tenure-track faculty is 20% by 2030
- Staff diversity is 30% by 2030
- 25% of vendors are women and minority owned businesses

Benchmarks

- Total student diversity is 34%
- Tenure/tenure-track faculty is 11%
- Staff diversity is 20%
- 14% of vendors are women and minority owned businesses

Key Performance Indicator II: An environment that fosters belonging

Measurements

- 35% of employee IDI score is in Acceptance or Adaptation
- 20% of student IDI score is in Acceptance or Adaptation
- All CTI courses are assessed for contributions to DEIB
- Employee Resource Groups increase to five and are a model in the Region

Benchmarks

- 29% of employee IDI score is in Acceptance or Adaptation
- Establish a benchmark of student IDI score is in Acceptance or Adaptation
- One employee resource group not benchmarked against Regional industries

Strategic Initiative: Empower Perseverance



Strategic Priority: Student Ready Culture

Key Performance Indicator I: Student satisfaction

Measurement

- Improve aggregate NPS score to ≥ 10

Benchmark

- Current NPS score: -14

Key Performance Indicator II: Retention and graduation rates

Measurements

- Achieve and sustain first-year retention to 80%
- Achieve and sustain a 4-year graduation rate $\geq 70\%$
- Graduates rank in the top 25% for social mobility

Benchmarks

- 75% first-year retention
- 65% 4-year graduation rate
- 504/1,414

Strategic Priority: Residential Experience

Key Performance Indicator I: Inventory and opportunity

Measurements

- Change the residency requirement in FY26
- Raze outdated residence halls
- Establish master plan for residential living
- Build an apartment complex in FY27

Benchmark

- None

Key Performance Indicator II: The student living experience

Measurements

- Increase in the NPS score
- Increase retail and entertainment options by 50%

Benchmark

- None

Strategic Initiative: Share Prosperity



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Strategic Priority: Academic Excellence

Key Performance Indicator I: Departmental assessment and program review

Measurement

- Continuous improvement and making change in response to data

Benchmark

- Baseline from 2022-2023

Key Performance Indicator II: Average in the AACU VALUE Institute Critical Thinking Scoring

Measurement

- Jewell will significantly exceed national averages

Benchmark

- Average the 80th percentile nationally

Key Performance Indicator III: Outstanding and sustainable honors programs

Measurement

- Reimagine Oxbridge around seven focus areas and ensure that the Honors Institute has meaningful outcomes

Benchmark

- Current models

Strategic Priority: Academic Excellence *(cont.)*

Key Performance Indicator IV: Faculty development for outstanding, engaged, authentic student learning

Measurements

- Create Jewell Center for Teaching
- Increase faculty development grants
- Increase the number of faculty recognized for outstanding teaching (IDEA \geq 4.5)

Benchmark

- Aggregate IDEA evaluations are under 4.5.

Key Performance Indicator V: Establish robust international educational experience

Measurements

- At least half of all students study internationally
- All students of color can study internationally

Benchmark

- Roughly 10% of all students

Key Performance Indicator VII: Become a Chapter of Phi Beta Kappa

Measurement

- Maintain employment of 10 full-time faculty who hold PBK and make successful application

Benchmark

- Six full-time faculty hold PBK

Strategic Priority: Alumni Engagement

Key Performance Indicator: Overall alumni engagement

Measurements

- 20% increase in alumni giving
- 20% increase in alumni event participation
- 20% increase in alumni volunteerism
- Establishing an Alumni of Color Network with events
- Establishing Honors Program Network with events

Benchmarks

- 4.7% in alumni giving
- 9.5% in alumni event participation
- .8% in alumni volunteerism

Strategic Priority: Elevating People

Key Performance Indicator I: Climate surveys measuring continuous improvement

Measurement

- Job satisfaction is rated at 65%

Benchmark

- Job satisfaction is rated at 55%

Key Performance Indicator II: Investment in employees

Measurements

- Retirement contribution at 6% or higher
- 90% of premiums for healthcare costs covered by Jewell
- 20% of operating surplus reinvested in employees

Benchmarks

- Retirement contribution at 5%
- 80% covered

Key Performance Indicator III: Graduates' salaries

Measurement

- Graduates' average starting salaries are \$66,000

Benchmark

- Graduates' average starting salaries are \$55,000