



## **Philosophy (Why)**

**We are critical thinkers in community  
pursuing meaningful lives.**

## **Mission (How)**

**We educate our community to  
ask reflective questions, apply critical thought,  
and act with purpose.**



## STRATEGIC GOAL: 2023

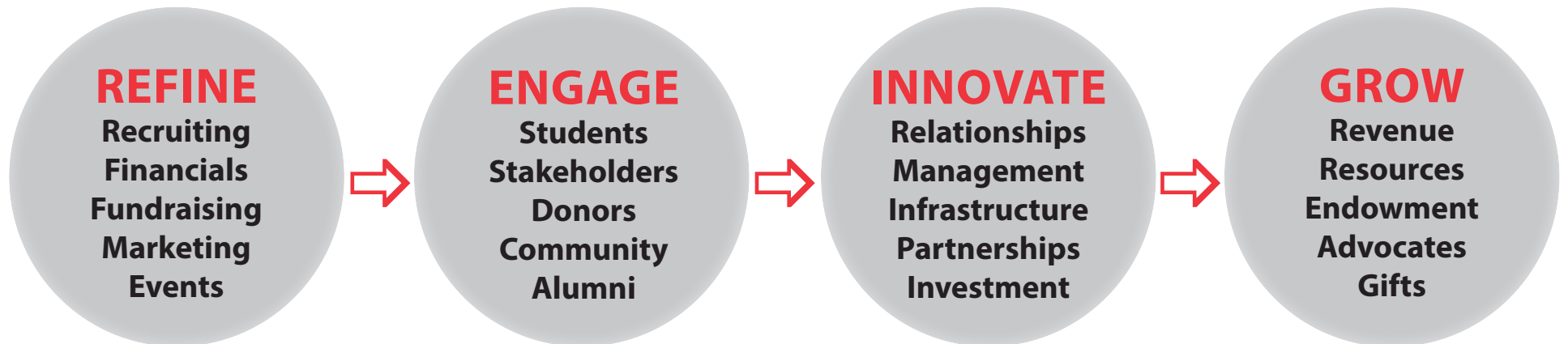
By 2023, William Jewell College will be recognized as the indispensable producer of engaged, critical thinkers in greater Kansas City.

# William Jewell College Strategic Plan, 2018-2023

## PHASE 1 GOAL: 2018-2020

William Jewell College will achieve strength both internally and in the marketplace as **The Critical Thinking College<sup>®</sup>**.

In order to achieve this, over the next three years, William Jewell College must:



# Refining our Work



# Engaging our Constituents



# Innovating our Approach



# Growing our Impact

## Strategic Initiative: Recruiting

- ▶ **RECRUITING:** Have executed a collaborative, insights-driven and metrics-driven Strategic Enrollment Plan
- ▶ **PROSPECTIVE STUDENTS:** Have acted upon data derived from the Strategic Enrollment Plan and marketing to recruit diverse, high-achieving students
- ▶ **RELATIONSHIPS:** Have established strategic approaches to building relationships with segmented prospective student populations
- ▶ **REVENUE:** Have achieved annual net revenue goals from tuition and fees

## Strategic Initiative: Financials

- ▶ **FINANCIALS:** Continue our intense focus on maintaining the College's strong balance sheet
- ▶ **STAKEHOLDERS:** Proactively work with the Provost, Admission, Athletics and Financial Aid on enrolling cohorts that meet our revenue goals
- ▶ **MANAGEMENT:** Proactively work with Financial Aid and Athletics to reduce the College's discount rate
- ▶ **RESOURCES:** Have developed and received Board approval for financial plans that reflect a trajectory toward attainment of a healthy and sustainable operating model

## Strategic Initiative: Fundraising

- ▶ **FUNDRAISING:** Have established engagement in and energy for The Campaign
- ▶ **DONORS:** Have stewarded existing donors and cultivated new donors for The Campaign for Jewell's Future
- ▶ **CAPITAL:** Have built new opportunities for living and learning to enhance the student experience
- ▶ **ENDOWMENT:** Have enlarged the principal endowment by \$20 million through The Campaign for Jewell's Future

## Strategic Initiative: Marketing

- ▶ **MARKETING:** Have created a widely recognized, carefully branded, and surgically delivered marketing campaign
- ▶ **COMMUNITY:** Have become synonymous with The Critical Thinking College throughout Kansas City
- ▶ **PARTNERSHIPS:** Have launched partnerships with industry to increase enrollment, awareness, and revenue
- ▶ **ADVOCATES:** Have established Jewell's identity so Kansas City endorses us as The Critical Thinking College

## Strategic Initiative: Student Experience

- ▶ **RETENTION:** Have focused on those initiatives and activities that enhance the student experience
- ▶ **CURRENT STUDENTS:** Have replicated the interactive, engaging classroom experience in all aspects of campus life
- ▶ **COLLABORATION:** Have empowered students to enact programs and practices that encourage broad student leadership
- ▶ **ENGAGEMENT:** Have achieved a consistent 10 on the student and student-athlete Net Promoter Score

# Refining our Work



# Engaging our Constituents



# Innovating our Approach



# Growing our Impact

## Strategic Initiative: Diversity & Inclusion

- ▶ **DIVERSITY & INCLUSION:** Organize the work of the faculty, staff and student D&I work groups to focus on shared goals
- ▶ **ADVISORY GROUP:** Engage an advisory group to reflect upon D&I initiatives at Jewell and provide guidance and support
- ▶ **CULTURE:** Establish a culture of trust that values equity and inclusion
- ▶ **ACCESS:** Launch initiatives that diversify the faculty, staff and student body in meaningful ways that foster inclusivity

## Strategic Initiative: Assessment

- ▶ **ASSESSMENT:** Have implemented a comprehensive academic program review process that informs budget decisions and prepares for the future
- ▶ **FACULTY AND STAFF:** Have established processes for linking student assessment of learning, evaluation of operations, planning and budgeting
- ▶ **COLLABORATION:** Have empowered students to enact programs and practices that encourage broad student leadership informed by an effective co-curricular assessment
- ▶ **QUALITY:** Have created an ongoing culture of assessment that informs curricular, co-curricular, operational, and strategic effectiveness

## Strategic Initiative: Academics/CTI

- ▶ **ACADEMICS/CTI:** Rewrite College Learning Outcomes around CT and apply learning outcomes to each layer of CTI
- ▶ **VALUE:** Envision ACT-In as a community-engaged problem-solving mechanism
- ▶ **ENGAGEMENT:** ACT-In is reconfigured to engage students in the major with complex community problems to explore creative solutions
- ▶ **PARTNERSHIPS:** Have a well-developed think tank approach to student engagement that attracts community partners and prospective students

## Strategic Initiative: Applying Critical Thinking & Inquiry

- ▶ **ACADEMICS/DISCIPLINES:** Define how CT is employed in each discipline
- ▶ **EXPLORATION:** Each discipline identifies its role in developing CT within its programs and explores community partners
- ▶ **EXPANSION:** Programs identify unique experiences for CT development through community engagement, capstones, internships etc.
- ▶ **OUTCOMES:** Programs collect the cumulative results of their CT experiences and showcase/disseminate lessons learned or share experiences with the broader community

**Note:** Internally, 60- and 90-day plans will accompany each tactic. In 2019, the College will establish its Phase II Goal for 2020-2023, leading to achievement of its overall Strategic Goal.