



Philosophy of the College (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.



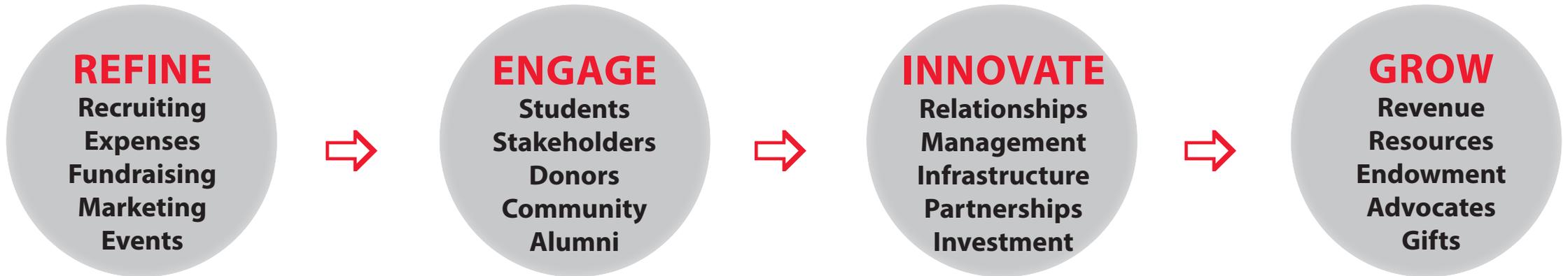
STRATEGIC GOAL: 2023

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

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

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

▶ **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

Strategic Initiative: Marketing

▶ **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

▶ **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

Strategic Initiative: Recruiting

▶ **RELATIONSHIPS:** Have established strategic approaches to building relationships with segmented prospective student populations

▶ **REVENUE:** Have achieved annual net revenue goals from tuition and fees

▶ **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

Strategic Initiative: Financials

▶ **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

▶ **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

Strategic Initiative: Fundraising

▶ **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

▶ **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

Strategic Initiative: Student Experience

▶ **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



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Growing our Impact

- ▶ **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 diversity 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: Curriculum

- ▶ **FOCUS:** Rewrite College Learning Outcomes reflective of new Mission, Philosophy, and Values, and apply to every curricular program

- ▶ **LEARNING:** Collect evidence of the effectiveness of a Critical Thinking-centered curriculum at the program and course levels to be benchmarked against peers and implement curricular changes, as needed, to emerge as an industry leader

- ▶ **ENGAGEMENT:** Develop and implement an Honors Institute in Critical Thinking that engages Fellows in an innovative program for high-level thinkers through problem-based approach applied to important issues facing the world

- ▶ **STRATEGIC SHARING:** Disseminate lessons learned or shared experiences stemming from an application based, Critical Thinking-centered curriculum with disciplinary colleagues and the broader community.

Strategic Initiative: Applying Critical Thinking & Inquiry

- ▶ **PREPAREDNESS:** William Jewell graduates are extremely well prepared to use Critical Thinking skills in their jobs

- ▶ **EXPLORATION:** Jewell is a leader in hosting events and programs in the greater Kansas City region that foster Critical Thinking

- ▶ **EXPANSION:** Launch Jewell Unlimited to provide Critical Thinking-centered professional development opportunities to business and civic leaders in the greater Kansas City region

- ▶ **OUTCOMES:** Employers rate William Jewell graduates as proficient or very proficient in Critical Thinking and problem-solving skills