

# William Jewell College Ascent Plan, 2023-2030



WILLIAM JEWELL COLLEGE  
**THE CRITICAL THINKING COLLEGE®**

# Strategic Initiative: Build Capacity



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# 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**

- $\geq 500$  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  $\geq 10$

### 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



# 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 80<sup>th</sup> 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