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.
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®.

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

- **REFINE**
  - Recruiting
  - Financials
  - Fundraising
  - Marketing
  - Events

- **ENGAGE**
  - Students
  - Stakeholders
  - Donors
  - Community
  - Alumni

- **INNOVATE**
  - Relationships
  - Management
  - Infrastructure
  - Partnerships
  - Investment

- **GROW**
  - Revenue
  - Resources
  - Endowment
  - Advocates
  - Gifts
<table>
<thead>
<tr>
<th>Strategic Initiative: Marketing</th>
<th>Strategic Initiative: Recruiting</th>
<th>Strategic Initiative: Financials</th>
<th>Strategic Initiative: Fundraising</th>
<th>Strategic Initiative: Student Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>MARKETING: Have created a widely recognized, carefully branded, and surgically delivered marketing campaign</td>
<td>RECRUITING: Have executed a collaborative, insights-driven and metrics-driven Strategic Enrollment Plan</td>
<td>FINANCIALS: Continue our intense focus on maintaining the College’s strong balance sheet</td>
<td>FUNDRAISING: Have established engagement in and energy for The Campaign</td>
<td>RETENTION: Have focused on those initiatives and activities that enhance the student experience</td>
</tr>
<tr>
<td>COMMUNITY: Have become synonymous with The Critical Thinking College throughout Kansas City</td>
<td>PROSPECTIVE STUDENTS: Have acted upon data derived from the Strategic Enrollment Plan and marketing to recruit diverse, high-achieving students</td>
<td>STAKEHOLDERS: Proactively work with the Provost, Admission, Athletics and Financial Aid on enrolling cohorts that meet our revenue goals</td>
<td>DONORS: Have stewarded existing donors and cultivated new donors for The Campaign for Jewell’s Future</td>
<td>CURRENT STUDENTS: Have replicated the interactive, engaging classroom experience in all aspects of campus life</td>
</tr>
<tr>
<td>PARTNERSHIPS: Have launched partnerships with industry to increase enrollment, awareness, and revenue</td>
<td>RELATIONSHIPS: Have established strategic approaches to building relationships with segmented prospective student populations</td>
<td>MANAGEMENT: Proactively work with Financial Aid and Athletics to reduce the College’s discount rate</td>
<td>CAPITAL: Have built new opportunities for living and learning to enhance the student experience</td>
<td>COLLABORATION: Have empowered students to enact programs and practices that encourage broad student leadership</td>
</tr>
<tr>
<td>ADVOCATES: Have established Jewell’s identity so Kansas City endorses us as The Critical Thinking College</td>
<td>REVENUE: Have achieved annual net revenue goals from tuition and fees</td>
<td>RESOURCES: Have developed and received Board approval for financial plans that reflect a trajectory toward attainment of a healthy and sustainable operating model</td>
<td>ENDOWMENT: Have enlarged the principal endowment by $20 million through The Campaign for Jewell’s Future</td>
<td>ENGAGEMENT: Have achieved a consistent 10 on the student and student-athlete Net Promoter Score</td>
</tr>
</tbody>
</table>

William Jewell College Strategy 2023
William Jewell College Strategy 2023

**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: 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 a 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 CTI**
- **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 Metropolitan region that foster Critical Thinking.
- **EXPANSION:** Launch the Jewell School to provide Critical Thinking-centered professional development opportunities to business and civic leaders in the greater Kansas City Metropolitan region.
- **Outcomes:** Employers rate William Jewell graduates as proficient or very proficient in Critical Thinking and problem-solving skills.