



The **POWER** *of* **Kansas Wesleyan**

Mission

The mission of Kansas Wesleyan University
is to promote and integrate academic excellence,
spiritual development, personal well-being, and social responsibility.

University Motto

Palma non sine pulvere – Victory, not without toil.

Dear Friends,

Since its earliest days, Kansas Wesleyan has valued the importance of integrating its formal curriculum with extracurricular and co-curricular offerings. We were among the first in the nation to embrace intercollegiate athletics and, by the late 1800s, debate, music, and theatre had all become integral to the KWU experience.

In this strategic plan, we are profoundly committed to leveraging the power of what Kansas Wesleyan has always been and to actualize it more fully in a world that requires vision and creativity. The strategic plan for 2018-2021 is focused on a singular theme that underlies our mission and emboldens us to be the institution to which we have been called: The Power of And.

The Power of And

We know that the integration of studies and activity participation produces exceptional graduates. Our liberal arts core enhances student success. This is affirmed by national surveys; employers want to hire former student leaders because of their ability to work collaboratively, balance multiple priorities, communicate effectively, and exhibit goal orientation. Our own six-month-graduation surveys indicate that our newest alumni are becoming employed or entering graduate school at higher-than-national levels. While The Power of And has been at the heart of our students' experience, we must help them more clearly understand the lessons they are learning and how to translate those experiences into post-collegiate-life terms and applications, both personally and professionally.

There are few fields in which our alumni have not played pivotal roles in establishing and broadening the boundaries of thought, such as aeronautics, agriculture, business, education, law, medicine, religion, science, and technology. This is true, not only because we encourage the development of creative thinking and acumen, but because of the learned traits of resilience, determination, grit, and vision, which are a result of The Power of And.

This strategic focus is supported by the tenets of our campus community and undergirded by our United Methodist roots. Many years ago, Kansas Wesleyan students selected the versatile and adaptable coyote as the school's mascot. While Coyotes are strong individually, they thrive in packs, using the group for both support and encouragement. The deep care evidenced among our faculty, staff, and students unites our pack. It is the strength, safety, and communal bond of the pack that will support and enhance The Power of And.

Moving Toward 2021

We have successfully used the last few years to deepen our understanding of who we are, whom we serve, and how we create productive graduates. This strategic plan is focused on amplifying these attributes to make sure they are experienced by every student in meaningful ways.

The responsibility to shape the lives of our students is a serious one. Our students, their families, and, in some cases, their employers are investing significantly in Kansas Wesleyan. They deserve a phenomenal experience that leads them to the outcomes they desire and the ones that we all need.

I proudly present the cumulative work of many individuals from all constituencies that have shaped this direction. I look forward to the road ahead and traveling it with you.

Sincerely,



Matt Thompson, Ph.D.
President and CEO

The Strategic Plan

STRATEGIC PLAN GOAL ▶ *Why*

To deliver a holistic program of integrated learning experiences (academics, co-curricular, and extracurricular activities) tailored to the needs of our students and our region.

STRATEGIC OBJECTIVES ▶ *What*

- Excel in developing and utilizing measurement tools and relationships that enable us to understand and meet the evolving needs of our students and our region
- Deliver high-quality, integrated learning experiences for our diverse student body
- Ensure institution-wide, meaningful, measurable, and marketable outcomes that serve the needs of our students and our region

STRATEGIC ACTIONS ▶ *How*

1. Refine and implement tools for understanding needs and desires of current students, regional employers, and prospective students
2. Develop and implement an integrated curricular, co-curricular, and extra-curricular plan to enhance student learning outcomes
3. Deliver an advising, mentoring, and support experience that enhances every student's success
4. Earn accreditation for Nursing, Business, and Social Work programs
5. Ensure engaged and experiential learning opportunities (EELO) for every student (online and on-ground) utilizing alumni and community members as key collaborators
6. Review and revise programs and activities to ensure the right mix of offerings for our students and our region

Key Metrics *for Fall 2021*

KEY STRATEGIC METRICS FOR FALL 2021 ▶ *At what level*

- Number/percentage of graduates staying in our region, particularly in high need fields
i.e. nursing, education, social work, law enforcement
(6-month, 1-year, and 5-year post-graduation data)
- Number/percentage of graduates employed in field or in graduate school
(6-month post-graduation data)
- 90% of students demonstrating the value of their integrated learning experiences

KEY ANNUAL OPERATIONAL METRICS FOR FALL 2021 ▶ *At what level*

Enrollment of 930 students, with a retention rate of 65% and an overall persistence rate of 75%,
with base years and next three years shown:

	Undergrad. Enrollment	Retention Goal	Graduate Enrollment	Part-time Enrollment	Online Enrollment	Total Enrollment	Overall Persistence
FALL 2017	630	54%	90	62	5	787	67%
FALL 2018	640	56%	95	58	5	798	69%
FALL 2019	650	60%	100	50	10	810	71%
FALL 2020	675	62%	110	55	25	865	73%
FALL 2021	700	65%	120	60	50	930	75%

- Maintain strong financial standing — balance budget, meet bond ratio, and secure investments for the future
- Endowment growth from \$30 million to \$35 million
- Design and fundraise for facilities that enhances this strategic plan

KWU Strategic Plan System

Field of View Shown Below

Kansas Wesleyan University

Palma non sine pulvere – Victory, not without toil.

MISSION

The mission of Kansas Wesleyan University is to promote and integrate academic excellence, spiritual development, personal well-being, and social responsibility.



VISION

Kansas Wesleyan University graduates individuals prepared for lifelong learning, success, responsibility, and service by integrating excellence in academics, co-curricular activities, and experiential learning in a faith-based and caring community.



GOAL

To deliver a holistic program of academics, co-curricular, and extracurricular activities tailored to the needs of our students and region.

STRATEGY

Transform the System



Action 1	Action 2	Action 3	Action 4	Action 5	Action 6
Needs/ desires assessment	Integrate EELO	Deliver AMS	Ensure EELO	Accredit Nurs., Bus., Social Work	Review majors and activities

OPERATIONS

Run the System



Objective 1	Objective 2	Objective 3
Enrollment Growth	Financial Growth	Continuous Improvement

AMS: Advising, Mentoring and Support

EELO: Engaged and Experiential Learning Opportunities

ACTION TASKS TOWARDS ACCOMPLISHING THE “POWER OF KANSAS WESLEYAN” STRATEGIC PLAN

Strategic Action 1:

Refine and implement tools for understanding needs and desires of current students, regional employers, and prospective students

YEAR ONE

Design tools for understanding needs of:

Current students	Damon Kraft	Jul. 2018
Prospective students	Melanie Overton	Dec. 2018
Online students	Bill Backlin	Dec. 2018
Regional employers	Bridget Weiser	Dec. 2018

Implement tools and repository for measuring needs of:

Current students	Damon Kraft	Sep. 2018
Prospective students	Melanie Overton	May 2019
Online students	Bill Backlin	May 2019
Regional employers	Bridget Weiser	May 2019

Review data from assessments for:

Current students	Damon Kraft	Jan. 2019
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Recommend actions based on data for:

Current students	Damon Kraft	Mar. 2019
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YEAR TWO

Review data from assessments for:

Prospective students	Melanie Overton	Sep. 2019
Online students	Bill Backlin	Sep. 2019
Regional employers	Bridget Weiser	Sep. 2019

Implement recommendations for:

Current students	Bill Backlin	Aug. 2019
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Recommend actions based on data for:

Prospective students	Melanie Overton	Dec. 2019
Online students	Bill Backlin	Dec. 2019
Regional employers	Bridget Weiser	Dec. 2019
	Melanie Overton	Dec. 2019

Implement recommendations for:

Prospective students	Melanie Overton	Mar. 2020
Online students	Bill Backlin	Mar. 2020
Regional employers	Bridget Weiser	Mar. 2020

Assess and recommend improvements for:

Current students	Damon Kraft	Mar. 2020
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YEAR THREE

Refine implementation for:

Current students	Bill Backlin	Aug. 2020
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Assess and recommend improvements for:

Prospective students	Melanie Overton	Aug. 2020
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Online students	Bill Backlin	Aug. 2020
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Regional employers	Bridget Weiser	Aug. 2020
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Refine implementation for:

Prospective students	Melanie Overton	Jan. 2021
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Online students	Bill Backlin	Jan. 2021
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Regional employers	Bridget Weiser	Jan. 2021
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Assess and close the loop on lessons learned for:

Current students	Damon Kraft	May 2021
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Prospective students	Melanie Overton	May 2021
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Online students	Bill Backlin	May 2021
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Regional employers	Bridget Weiser	May 2021
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Strategic Action 2:

Develop and implement an integrated curricular, co-curricular, and extra-curricular plan to enhance online and onground student learning outcomes

YEAR ONE

Create mapping of 1 major, half of Foundation courses, and 4 activities	Damon Kraft	Oct. 2018
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Develop marketing materials to explain importance of holistic experience	Melanie Overton	Feb. 2019
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Year One review and debrief with campus constituents	Damon Kraft	Apr. 2019
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YEAR TWO

Implement marketing materials	Melanie Overton	Sep. 2019
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Develop and test assessment measures of holistic experience	Damon Kraft	Oct. 2019
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Creating mapping of all majors and activities	Damon Kraft	Dec. 2019
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YEAR THREE

Implement mapping of all majors and activities	Damon Kraft	Sep. 2020
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Refine assessment plan and close the loop on holistic experience	Damon Kraft	Mar. 2021
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Strategic Action 3:

Deliver an advising, mentoring, and support (AMS) experience that enhances every student's success

YEAR ONE

Provide advising and mentoring best practices training	Bill Backlin	Aug. 2018
Create map of 4-year AMS with defined unique outcomes for different constituents	Damon Kraft and Bridget Weiser	Nov. 2018
Develop new Orientation and first year support plan	Bridget Weiser and Damon Kraft	Dec. 2018

YEAR TWO

Hire additional student support staff for Integrated Learning Center model	Damon Kraft and Bridget Weiser	July 2019
Implement new Orientation and first year support plan	Bridget Weiser and Damon Kraft	Aug. 2019
Design and implement assessment plan for AMS	Damon Kraft	Nov. 2019

YEAR THREE

Open new space designed to support AMS	Karen Tumlinson	Dec. 2020
Close the loop on AMS	Damon Kraft	Jan. 2021

Strategic Action 4:

Earn accreditation for Nursing, Business, and Social Work programs

YEAR ONE

Review outcomes of April 2018 CCNE/KSBN site visit	Bill Backlin	Nov. 2018
Develop and submit Social Work accreditation self-study	Damon Kraft	Dec. 2018
Host site visit for Social Work accreditation	Damon Kraft	Mar. 2019

YEAR TWO

Make recommendations for Business accreditation	Bill Backlin	Sep. 2019
Implement recommendations for Business accreditation	Damon Kraft	Feb. 2020

YEAR THREE

Submit self-study for Business accreditation	Bill Backlin	Sep. 2020
Host site visit for Business accreditation	Damon Kraft	Feb. 2021

Strategic Action 5:

Ensure engaged and experiential learning opportunities (EELO) for every (online and onground) student utilizing alumni and community members as key collaborators

YEAR ONE

Train faculty and staff on best practices in EELO	Bill Backlin	Nov. 2018
Develop needs/outcomes for experiential learning partners	Bridget Weiser	Dec. 2018
Create 4-year plan for EELO	Damon Kraft	Jan. 2019
Recruit alumni and community members for experiential learning opportunities	Bridget Weiser and Melanie Overton	Mar. 2019

YEAR TWO

Provide training for alumni and community collaborators	Bridget Weiser	July 2019
Develop tracking system to ensure EELO for all students to be successful	Bill Backlin	Dec. 2019
Access and analyze work with alumni and community collaborators	Damon Kraft	Apr. 2020

YEAR THREE

Recommend improvements for work with alumni and community collaborators	Damon Kraft and Bridget Weiser	July 2020
Create assessment plan for EELO	Damon Kraft	Oct. 2020
Implement assessment plan for EELO	Bill Backlin	Mar. 2021
Assess and close the loop on work with alumni and community collaborators	Damon Kraft	Apr. 2021

Strategic Action 6:

Review and revise programs and activities to ensure the right mix of offerings for our students and region

YEAR ONE

Review existing majors, and develop plan for new majors, including staffing and space needs	Bill Backlin and Karen Tumlinson	Jan. 2019
Develop plan for review of new and existing activities	Bridget Weiser, Mike Hermann, and Karen Tumlinson	Jan. 2019

YEAR TWO

Review of half of existing curricular, co-curricular and extra-curricular programs and activities	Bill Backlin, Bridget Weiser, and Mike Hermann	Sep. 2019
Complete review of other half of existing curricular, co-curricular and extra curricular programs and activities	Bill Backlin, Bridget Weiser, and Mike Hermann	Jan. 2020
Implement plan for addressing needed changes from first half of existing programs and activities	Damon Kraft and Karen Tumlinson	Jan. 2020

YEAR THREE

Implement plan for addressing needed changes from Year Two Review	Damon Kraft and Karen Tumlinson	Aug. 2020
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Key Definitions & Terms

Activities	co-curricular organized programs such as athletic teams, competitive teams, and music and theatre ensembles; generally an event that recruits a student to the university
Advising	to become an advisee's mentor and role model by assisting students in defining their goals while at KWU; providing information regarding coursework, career fields, and graduate schools; discussing challenges and opportunities related to academic progress and subsequent employment after graduation
Co-Curricular	activities and learning experiences, both formal and informal, that complement and align to the university mission statement and the academic curriculum
Curricular	having to do with the formal academic curriculum of the university
Experiential Learning	engaged pedagogy; learning in action
Extracurricular	activities offered or coordinated by the school but not explicitly linked to academic learning
Graduation Rates	measurement of first-time, full-time college student cohorts who graduate from the university (typically in 4, 6, and 8 years) based on national definitions of time
Integrated Learning Experiences	a holistic approach to the educational process for alignment of the curriculum, co-curriculum, and extra-curriculum
Mentoring	to encourage students in mental, emotional, spiritual, and social development
Persistence	measurement of all eligible students who return for subsequent semesters
Region/Regional	generally Salina, the state of Kansas, and the four contiguous states, but could be defined more specifically or broadly for a specific program
Retention	measurement of first-time, full-time college students who return the following fall

