

FOCUS 2011

STRENGTHENING OUR UNIVERSITY

2006–2007 UNIVERSITY UPDATE



FOCUS 2011 — STRENGTHENING OUR UNIVERSITY

Through our strategic plan, FOCUS 2011, we will strengthen Johnson & Wales University to ensure that we attract and retain highly motivated and demonstrably capable students. As *America's Career University* we will prepare them for professional success through academically rigorous, industry relevant and experientially-based programs.

Strengthening the EXPERIENCE

ACADEMIC AND STUDENT LIFE

Johnson & Wales University will create an exciting learning community offering programs that are distinguished by their relevance, excellence and rigor as well as a high quality of instruction. Outside the classroom, student life will be characterized by opportunities for personal and intellectual growth.

Strengthening STUDENT POTENTIAL

ADMISSIONS AND ENROLLMENT

Johnson & Wales University will be the destination of choice for individuals seeking career education who are highly motivated and demonstrably capable of success in JWU programs. The university will endeavor to establish tuition at affordable levels, and offer financial assistance that supports improvement of retention and graduation rates.

Strengthening CAREER OPPORTUNITIES

CAREER DEVELOPMENT

Johnson & Wales University will prepare its students to launch and advance in professionally enviable and personally satisfying careers. JWU graduates will be aggressively sought after in the workplace.

Strengthening the FOUNDATION

RESOURCE DEVELOPMENT

Johnson & Wales University will continue to make a multifaceted investment in its structural, fiscal and human assets to support the achievement of FOCUS 2011.

Visit www.jwu.edu/focus2011 for more information.

MISSION

The mission of Johnson & Wales University is to empower its diverse student body to succeed in today's dynamic world by integrating general education, professional skills and career-focused education. To this end, the university employs its faculty, services, curricula and facilities to equip students with the conceptual and practical tools required to become contributing members of society.

PURPOSES OF THE UNIVERSITY

Johnson & Wales University supports the following purposes in accordance with the mission:

- to enroll students with potential from varied backgrounds and to give them every opportunity to excel in their academic and professional lives;
- to develop and assess sound programs and curricula that allow students to attain proficiencies in general education and relevant professional disciplines;
- to evaluate and assess regularly the rigor of all academic programs;
- to provide experiential education opportunities that are curriculum-driven and include practical experiences for students in every program;
- to support diversity in the curricula, activities and services for students, and in the employment of faculty and staff;
- to provide students with opportunities that support intellectual development, personal growth and civic engagement;
- to monitor the external and internal environment of the university through regular and effective planning and assessment;
- to hold each academic, administrative and support department accountable for the achievement of the mission;
- to plan for and provide facilities and resources that meet the needs of students, faculty and staff.

CORE VALUES

The following core values guide and motivate the institution. Johnson & Wales University's mission statement reflects a commitment to these values.

STUDENT CENTERED

We are strongly student centered, stressing personal development as well as career management skills.

EXPERIENTIALLY BASED

We integrate hands-on learning with a career-focused curriculum, to enable our students to gain real-world experience.

INDUSTRY RELEVANT

We are industry relevant, focusing both on the needs of our students and the needs of our students' future employers.

EMPLOYMENT FOCUSED

Our business is developing employment-ready, motivated graduates for world-class employers in all industries.

GLOBALLY ORIENTED

We respond to the increasingly global nature of business by fostering multiculturalism and providing an international educational experience.

Strengthening the **EXPERIENCE** ACADEMIC AND STUDENT LIFE

Johnson & Wales University will create an exciting learning community offering programs that are distinguished by their relevance, excellence and rigor as well as a high quality of instruction. Outside the classroom, student life will be characterized by opportunities for personal and intellectual growth.

GOAL

Attain and maintain excellence in all academic programs

- Faculty, deans and academic administrators have made considerable progress toward the development of a formal improvement-oriented process for the review of all academic programs. The process will be piloted during the 2007–2008 academic year. It is anticipated that every program will undergo review on a five-to-seven-year schedule, and ultimately lead to the identification of signature programs on each campus and in each college and school. With an objective of strengthening our programs to better serve our students, this tool will support the mission and the strategic plan.
- The process for the elimination of associate degree (A.S.) programs in the College of Business and The Hospitality College is complete, an action taken in response to industry trends. This substantial change resulted in the redesign of the remaining bachelor's (B.S.) degree programs in these areas, greatly strengthening their content to ensure that our graduates meet the increasing demands of employers. The new curricula for these programs will be in effect across all campuses in September 2008.
- A key result of eliminating the A.S. degrees is the development of a new and distinct four-year Culinary Arts and Food Service Management (CA-FSM) degree by the College of Culinary Arts and The Hospitality College. Scheduled to launch in the 2008–2009 academic year at all campuses, this program will integrate training in culinary arts and food service management, empowering graduates to act in an interdisciplinary fashion, and helping them to more effectively merge the skills and knowledge in both fields. The CA-FSM degree will be the first joint-degree program offered by the university and is reflective of a truly successful collaboration, yet again distinguishing these JWU colleges from their competitors.

- The university is exploring the opportunities and challenges of a specialized accreditation for the College of Business to see if external validation may facilitate that college's continued improvement. Working with the accrediting agency, the university is in the process of identifying a consultant who will review our status and outline the associated pros and cons.
- The College of Culinary Arts is developing a food safety gold standard to further distinguish itself from other culinary competitors and deliver the highest quality safety and sanitation. The JWU curriculum has always incorporated the knowledge and skills our employers have told us are needed for success. Having a panel of industry experts work with us on the continuous development of this food safety manual ensures that our curricula is relevant and that we are training our students, staff and faculty to embody the standard of excellence that is expected not only today, but for the future. The second edition of the university's gold safety manual is under review with state and industry health, safety and sanitation professionals, and in August 2007 the university hired an executive director of food safety.
- Based upon the advice of an external consultant and an industry panel, initiatives are underway toward the development of a new master's degree program in hospitality. A proposal has been developed for consideration by university leadership. Following expected approval, work will begin in developing the specifics of the curriculum with an implementation target of fall 2009.

GOAL

Foster high-quality instruction to enhance student learning

- A nationally-recognized consultant has been working with faculty across all campuses to create a supportive faculty evaluation and development system that increases student learning. This system will be piloted at each campus and college in the 2007–2008 academic year.
- Considerable progress has been made through the work of a universitywide committee with respect to the selection of an online learning platform; a decision is expected this fall. The 2007–2008 academic year will see pilot efforts to implement the new software through the development of a limited number of online courses at the graduate level and the inclusion of online components within existing courses elsewhere.

GOAL

Develop and implement a comprehensive research-based student retention program on each campus

- Retention is a challenge faced by almost every institution of higher education today. A Retention Summit in January 2007 brought together campus and university leadership to collectively work on addressing the issue of student retention, and share best practices. This resulted in the establishment of a University Retention Team and goals have been established by college and campus for fall 2008; overall an improvement in retention of approximately five percent over fall 2007 is expected. While unprecedented it is an achievable goal.
- Broad-based campus retention teams have also been established and charged with attacking attrition locally. All four campuses have developed campus-specific retention plans for the 2007–2008 academic year. These plans were reviewed by a subset of the University Retention Team over the summer, and funding will be made available to support these campus-based efforts.
- A number of activities have already been initiated to encourage the retention of our current students. Among those efforts are the following examples:
 - CHARLOTTE:** A Retention Taskforce has been established at the Charlotte Campus and comprises five subgroups involving 40 staff and faculty members who are working on recommendations to create a campuswide retention plan. Academic advising, campus life, customer service, financial issues and first-year experience are the focal points of its activity.
 - DENVER:** The Denver Campus is conducting a pilot First Year Seminar course which involves all members of the campus community, students, staff and faculty, and is being supervised by the Office of Retention, a department within student affairs. The Denver Retention Team has also improved interventions for at-risk students during the 2006–2007 academic year.

NORTH MIAMI: A new course, "The Freshmen Experience," was implemented in fall of 2007 for all first-year students designed to equip them with the resources needed to succeed within the academic and social dynamics of college life. In addition, North Miami has established three subgroups within its Campus Retention Committee which are focusing on college life and environment, customer service expectations and the educational experience.

PROVIDENCE: Significant steps were taken to encourage students completing their A.S. degree in the spring to enroll as B.S. students in the fall. Residential Life tackled the issue of occupant density in rooms and piloted programs with themed housing. A comprehensive Summer Orientation program launched in 2007 to improve earlier decision-making by students.

- In fall 2007 an Office of Institutional Research will be formed and report to the senior vice president of institutional planning. Research policy, a review process and comprehensive agenda supporting the JWU mission, purposes, core values and strategic plan will guide the work of this office.

GOAL

Cultivate a campus culture that enhances the personal development and civility of all students

- Two cross-campus Student Affairs Summits have been held to determine student affairs priorities and lay the groundwork to develop departmental policy.
- A complementary function is being piloted at the Providence Campus that promotes student learning outside the classroom. This partnership is being developed between the Office of Student Conduct and the John Hazen White School of Arts & Sciences. Once the pilot is tested and honed a cross-campus team will prepare to support related programming with academics across the system.

Strengthening **STUDENT POTENTIAL** ADMISSIONS AND ENROLLMENT

Johnson & Wales University will be the destination of choice for individuals seeking career education who are highly motivated and demonstrably capable of success in JWU programs. The university will endeavor to establish tuition at affordable levels, and offer financial assistance that supports improvement of retention and graduation rates.

GOAL

Raise admissions standards to better align acceptances with the probability of student success in university programs

- The university's Strategic Enrollment Team (SET) was formed in October 2005, and its work centers on two key issues facing all of higher education, academic preparedness and the cost of education. In conjunction with the initiatives laid out in FOCUS 2011, the SET engaged Human Capital Research Corp. to build upon the university's years of research with analysis and statistical models, and help identify the students who can succeed in JWU programs.
- One of the most apparent initiatives of SET is the forming of the 2007–2008 entering class. Working with Human Capital and the necessary data, the university denied almost 4,500 applications — approximately 1,500 to 1,700 additional rejections than in years past. This translates into the denial of admission to approximately 375 applicants who in previous years would have enrolled in our business, hospitality and technology programs. The success of the incoming class is not defined by its size but rather by its potential.

GOAL

Develop new recruitment strategies to attract and enroll increased numbers of students with potential for academic and career success

- Access to Human Capital's high school quality ranking system has allowed JWU admissions representatives to be more strategic with their territory management and will assist in reducing the recruitment cost per student.
- In June 2006, JWU selected Talisma Corp., a leading admissions software solution, that combines the power of the Internet and traditional communication channels to create a more personal dialog with prospective students. By leveraging technology our admissions staff can spend more one-on-one time with prospective students and parents and engage them through the enrollment process.

GOAL

Increase international enrollment

- The International Strategic Enrollment team (iSET), launched in November 2006, is developing an enhanced recruitment plan for implementation in academic year 2007–2008 to affect the new student enrollment in fall 2008. In addition, iSET is building strategic alliances through articulation agreements with other international universities and is conducting an analysis of JWU's overall international awarding policy. New competitive scholarship programs are in development.

GOAL

Establish a tuition pricing model which provides greater "affordability" while maintaining the financial strength of the university

- The university continues to reduce overall student borrowing by increasing scholarship and grant aid. In 2007 alone, the university provided more than \$74 million in overall institutional aid.
- With the long-term intent of lowering student debt, JWU has initiated a financial aid awarding model where eligible students could receive a need-based university grant each year of their two or four-year education.
- Additional financial aid dollars were also made available to encourage graduating two-year culinary students to continue their education at JWU in a bachelor's degree program.

GOAL

Reallocate financial aid to increase the student enrollment and retention

- JWU has replaced university loans with grants, thus reducing the average debt upon graduation by 25 to 35 percent per student.

Strengthening **CAREER OPPORTUNITIES** CAREER DEVELOPMENT

Johnson & Wales University will prepare its students to launch and advance in professionally enviable and personally satisfying careers. JWU graduates will be aggressively sought after in the workplace.

GOAL

Transform career development services to better meet the needs of university graduates and alumni

- In December 2006, JWU launched an internal redesign of career management courses and the Best Fit Career Management System®. Student feedback is driving the effort to simplify and lessen the requirements and content of the courses. The first phase launched in September 2007, the second phase is scheduled for a September 2008 launch.
- In September 2006, University Alumni Relations began reporting to Institutional Advancement to further develop the lifelong relationship between alumni and the university. The Career Development Office (CDO) continues to provide services for our students and employers, but redefined the concept of alumni career services. In March 2007, CDO and alumni relations took the first step in re-engineering alumni career services: input from key constituencies resulted in the Alumni Career Center, a job search tool built specifically with our alumni in mind <http://alumni.jwu.edu/careercenter.htm>. This first phase is part of a larger initiative, and over the next year, CDO will work closely with our alumni, guiding them through the online resources, encouraging involvement in networking events, and addressing feedback and needs.
- To ensure that we meet the expectations of the new students we recruit and retain, the university is developing new career success measures. For almost 30 years, CDO has assisted graduates in the attainment of our traditional 98% employment rate. Validating graduate success is an ultimate outcomes measure of higher education. Initial employment is not the measure of quality imperative in FOCUS 2011; career progression is. CDO is working with the University Provosts' Office and the Office of Institutional Research to identify the process to best measure JWU graduates' career progression. Work on this study is scheduled to commence in winter 2007.

GOAL

Enhance employer relations

- A new University Employer Development (UED) team was formed in spring 2006. The team was charged with working with faculty and campus career development teams to determine a target list of new business employers for each campus. Forty-two new business employers participated in career conferences and other recruiting programs at our four campuses combined, including Ameriprise, Amica, Bank of America, Merck Pharmaceuticals, the Federal Bureau of Investigation and Edward Jones, to name just a few. Twenty-five of these new company recruits were a direct result of team efforts.

GOAL

Re-engineer experiential education

- A major goal of FOCUS 2011 is the re-engineering of experiential education at JWU. In summer 2007 the university appointed an interim dean of experiential education to embark on the task of fashioning a framework to offer consistent and effective experiential education across all campuses and programs. To achieve these ends, the interim dean will work closely with a new Experiential Education Committee to generate the academic policies, procedures and learning outcomes necessary to ensure the high-quality delivery of experiential education at JWU. The interim dean will also develop a strategic plan to fully realize FOCUS 2011 goals for experiential education. The university will determine how to proceed toward identifying a permanent dean before the conclusion of this one-year appointment.

Strengthening the FOUNDATION RESOURCE DEVELOPMENT

Johnson & Wales University will continue to make a multifaceted investment in its structural, fiscal and human assets to support the achievement of FOCUS 2011.

GOAL

Develop governance mechanisms and structures to ensure the university has the organizational capacity to fulfill the strategic plan

- To enhance JWU's organizational capacity to support FOCUS 2011 goals, and to operate most effectively and with minimal risk, a formalized policy development project is underway. The important task of codifying policy is being undertaken for the first time at JWU and will serve us well for years to come. Baseline institutional policies are now accessible to university employees and appropriate constituents via public folders and bound copies.
- Since 1993 the university has engaged in periodic reassessments of its mission statement, purposes and core values. In conjunction with our strategic plan, they give direction to our daily and long-term activities. In preparation for our upcoming New England Association of Schools and Colleges (NEASC) accreditation visit in October 2008, a formal review of our mission, purposes and core values was undertaken to ensure they continue to reflect our realities and aspirations. The changes are modest. We did not need to significantly alter them to address the changing environment in which we operate. This reinforces JWU's steadfast commitment to empowering "its diverse student body to succeed in today's dynamic world by integrating general education, professional skills and career-focused education."
- The complexity and size of information technology programs and projects continues to increase. The Information Technology Advisory Committee (ITAC) was formed in January 2007 to provide strategic leadership and a coherent framework to ensure that resource allocation is aligned with the university's strategic priorities.
- Long-range facilities planning has also been in place for many years at JWU, but the need for a more integrated, cross-campus review of university priorities, as opposed to campus priorities, has been identified. To that end the University Capital Committee was also formed in January 2007.

- Both ITAC and the University Capital Committee include representatives from the university and campus levels who are assessing, prioritizing and approving facilities and technology capital projects to ensure that they are aligned with FOCUS 2011 and support the institution's five-year financial plan.

GOAL

Assure sufficient fiscal and physical resources to support the achievement of the strategic plan

- We are preparing capital and operating budgets that will support the financial goals of this strategic plan, and ensure that we are adequately prepared to fund academic programs and key initiatives of FOCUS 2011.
- Institutional Advancement is creating a fully operational, multifaceted infrastructure to support development efforts at both the campus and university levels by forming a diversified base of donors to support JWU. Alumni Relations has created events, opportunities and programming that will engage students as well as alumni of all ages in a lifetime relationship with JWU. The Creative Services Group is focusing on integration and consistency of message, positioning and design for all constituencies, and launched graphic and editorial standards for all employees to reference in fall 2007. The redesigned *JWU Magazine* debut will follow.
- The Web site redesign project remains a high priority; a Web Redesign Steering Committee is working with others across the university to fast-track Phase II of the redesign and ensure we have a robust Web site by September 2008. This project is critical to accomplishing the goals of our strategic plan as the Web is used by prospective and current students, parents, employees, employers, alumni, donors and other important constituencies for information and services. The scope of this project is large, with more than 5,000 pages of content, but the end result will ensure JWU a more dynamic presence in the online world.

GOAL

Expand and enhance our human resource capabilities to create a strategic advantage through excellent organizational performance

- To best service students and remain competitive, JWU is focusing on the professional development of its employees. In collaboration with renowned consultants, The Hay Group and Nova Consulting Inc., the first phase of a comprehensive program will be rolled out in the 2007–2008 academic year. Further details regarding the Employee Development Institute will be mailed to faculty and staff in late fall 2007.

Organizing for FOCUS 2011

The FOCUS 2011 Steering Committee comprises 14 functional and executive leaders, many who also serve on other university committees supporting the strategic plan and are charged with specific oversight and decision-making. While FOCUS 2011 encompasses initiatives at all levels of our institution, the Steering Committee helps to ensure that complementary efforts are aligned with the overall plan and that these efforts receive adequate funding. More than \$15 million has been contributed to date to support financial aid awarding, selectivity and recruitment, academic programming and risk management.

The investment is already paying dividends as progress is being made on a variety of fronts across the university. Through the creation of cross-campus committees, systemwide teams and taskforces, individuals have stepped up and are implementing strategies to ensure our strategic plan drives campus and departmental planning and supports financial and development plans. A complete listing of the members that comprise the various committees and teams follows.

FOCUS 2011 STEERING COMMITTEE

- o Marie Bernardo, university registrar and executive director of student services
- o John J. Bowen, university president
- o Charles Cook, senior vice president of university affairs
- o Ken DiSaia, vice president of enrollment management
- o Tom Dwyer, executive vice president
- o Robin Krakowsky, senior vice president of administration
- o Ron Martel, vice president of student affairs, Providence Campus
- o Bill McArdle, chief financial officer
- o Patricia McLaughlin, senior vice president of institutional advancement
- o Mim Runey, senior vice president of institutional planning (chair)
- o Piya Sarawgi, director of university communications
- o Veera Sarawgi, provost designate
- o Irving Schneider, president, Providence Campus
- o Donna Yena, vice president of career development

INTERNATIONAL STRATEGIC ENROLLMENT TEAM

- o Maureen Dumas, dean of admissions, Providence Campus
- o Erin FitzGerald, dean of international center (co-chair)
- o Katie Gilbertson, director of immigration affairs
- o Karl Guggenmos, university dean of culinary education
- o Akhil Gupta, vice president, Providence Campus
- o Sheri Ispir, director of career development, Providence Campus (co-chair)
- o Rita Mulligan, director of international operations, Providence Campus
- o Lynn Robinson, director of student financial services, Providence Campus
- o Manny Tavares, director of international recruitment (co-chair)

IT ADVISORY COMMITTEE

- o Marie Bernardo, university registrar and executive director of student services
- o Loreen Chant, vice president, North Miami Campus
- o Ken DiSaia, vice president of enrollment management
- o Tom Dwyer, executive vice president
- o Joe Greene, assistant treasurer and vice president of finance
- o Akhil Gupta, vice president, Providence Campus
- o Robin Krakowsky, senior vice president of administration (chair)
- o Tarun Malik, vice president and dean of academic affairs, Charlotte Campus
- o Ron Martel, vice president of student affairs, Providence Campus
- o Patricia McLaughlin, senior vice president of institutional advancement
- o Mim Runey, senior vice president of institutional planning
- o Veera Sarawgi, provost designate
- o JD Sawyer, director of operations, Denver Campus
- o John Smithers, chief information officer

STRATEGIC ENROLLMENT TEAM

- o Marie Bernardo, university registrar and executive director of student services (chair)
- o Annette Cataldo, financial aid analyst, Providence Campus
- o Loreen Chant, vice president, North Miami Campus
- o Charles Cook, senior vice president of university affairs
- o Ken DiSaia, vice president of enrollment management
- o Tom Dwyer, executive vice president
- o Joe Greene, assistant treasurer and vice president of finance
- o Akhil Gupta, vice president, Providence Campus
- o Robin Krakowsky, senior vice president of administration
- o Tarun Malik, vice president and dean of academic affairs, Charlotte Campus
- o Manuel Pimentel, senior vice president emeritus of university relations
- o Lynn Robinson, director of student financial services, Providence Campus
- o Mim Runey, senior vice president of institutional planning
- o Veera Sarawgi, provost designate
- o John Yena, chairman of the board

UNIVERSITY CAPITAL TEAM

- o Loreen Chant, vice president, North Miami Campus
- o Merlin DeConti, senior vice president of facilities management (co-chair)
- o Tom Dwyer, executive vice president
- o Joe Greene, assistant treasurer and vice president of finance
- o Robin Krakowsky, senior vice president of administration
- o Tarun Malik, vice president and dean of academic affairs, Charlotte Campus
- o Bill McArdle, chief financial officer
- o Patricia McLaughlin, senior vice president of institutional advancement
- o Chris Placco, vice president of facilities management, Providence Campus
- o Mim Runey, senior vice president of institutional planning
- o Veera Sarawgi, provost designate
- o John Smithers, chief information officer (co-chair)
- o Donna Yena, vice president of career development

UNIVERSITY RETENTION TEAM

- o Marie Bernardo, university registrar and executive director of student services
- o Charles Cook, senior vice president of university affairs
- o Ken DiSaia, vice president of enrollment management
- o Tom Dwyer, executive vice president
- o Jeff Ederer, dean of students, Denver Campus
- o James Griffin, associate provost
- o Akhil Gupta, vice president, Providence Campus
- o Tarun Malik, vice president and dean of academic affairs, Charlotte Campus
- o Ron Martel, vice president of student affairs, Providence Campus
- o Dave Mitchell, dean of the College of Business, Providence Campus
- o Mark Norman, director of operations, Charlotte Campus
- o Bruce Ozga, dean of culinary education, North Miami Campus
- o Larry Rice, dean of academic affairs, North Miami Campus
- o Mim Runey, senior vice president of institutional planning
- o Veera Sarawgi, provost designate (chair)
- o Alethea Stovall, director of retention services, Denver Campus

WEB REDESIGN STEERING COMMITTEE

- o Marie Bernardo, university registrar and executive director of student services
- o Greg DiStefano, director of university marketing
- o Maureen Dumas, dean of admissions, Providence Campus
- o Robin Krakowsky, senior vice president of administration (executive co-sponsor)
- o Dora Kuan, director of web communications
- o Sheri Ispir, director of career development, Providence Campus
- o Tarun Malik, vice president and dean of academic affairs, Charlotte Campus
- o Ron Martel, vice president of student affairs, Providence Campus
- o Patricia McLaughlin, senior vice president of institutional advancement (executive co-sponsor)
- o Kris McNamara, director of Renaissance Group
- o Steve Sabetta, senior project manager of information technology
- o Piya Sarawgi, director of university communications
- o Veera Sarawgi, provost designate
- o JD Sawyer, director of operations, Denver Campus
- o John Smithers, chief information officer
- o Barry Vogel, director of administration, North Miami Campus

JOHNSON & WALES UNIVERSITY

CAMPUSES

Providence, Rhode Island

North Miami, Florida

Denver, Colorado

Charlotte, North Carolina

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