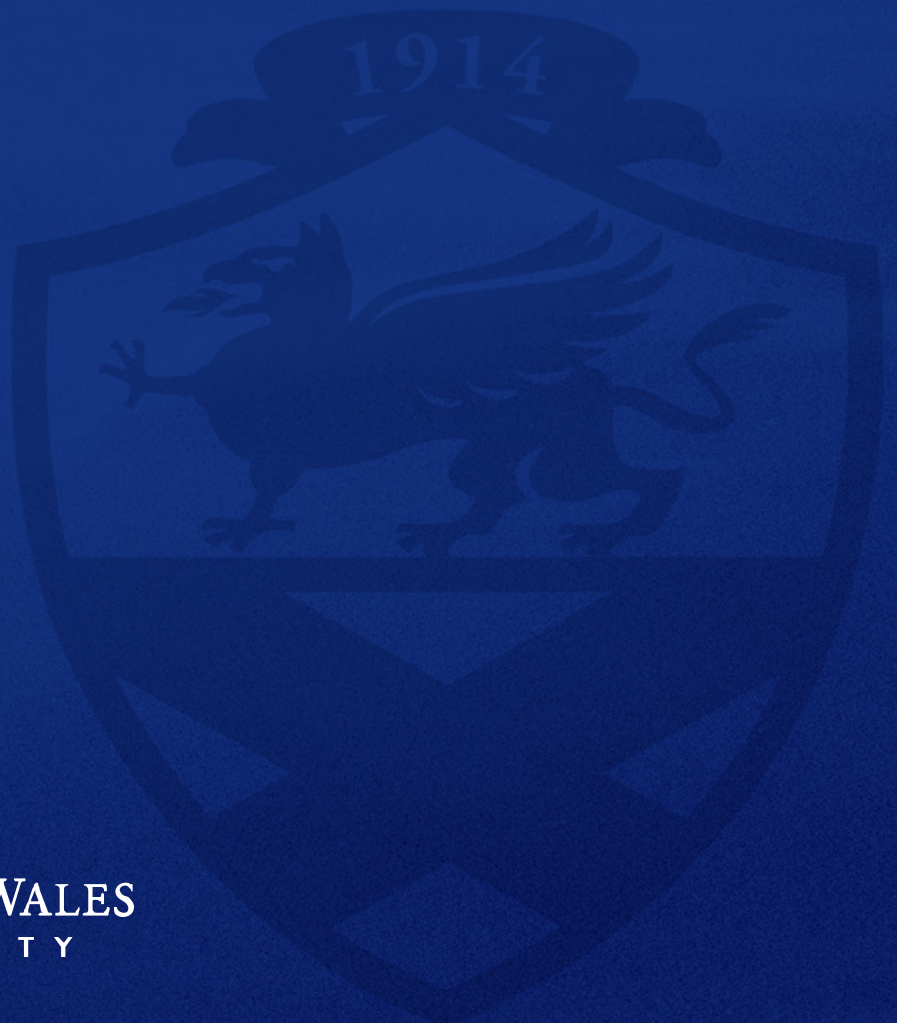


FOCUS 20 22

Strategic Plan

2018



JOHNSON & WALES
UNIVERSITY

MISSION & GUIDING PRINCIPLES



MISSION

Johnson & Wales University... an exceptional education that inspires professional success and lifelong personal and intellectual growth.

GUIDING PRINCIPLES

In support of our mission and recognizing the importance of preserving our unique student-centered culture, we are guided by the following principles:

- Undertake continuous improvement and planning for a sustainable future.
- Foster an evidence-based teaching and learning environment.
- Support faculty scholarship to advance our status as a teaching and learning institution.
- Maximize student potential by enriching our academic programs with experiential and work-integrated learning.
- Value our faculty and staff.
- Embrace diversity for a richly inclusive community.
- Practice ethical citizenship in all aspects of university life.
- Act as a good steward of our resources to support the needs of our students, faculty, and staff.

VISION



VISION

Johnson & Wales University has evolved from a world leader in culinary and hospitality education to a university that has built upon that excellence to provide students with opportunities in a wide breadth of industry-relevant disciplines. Through **FOCUS 2022**, JWU is committed to introducing innovative interdisciplinary programs that lead to high growth careers.

FOCUS 2022 provides students with an education characterized by academic integrity and practical experiences. Here, students will excel in a community that values intellectual curiosity, professionalism and diversity, leading to personal and professional growth.

THROUGH FOCUS 2022, WE WILL BE KNOWN FOR:

- Exceptional faculty that are highly engaged in the most effective teaching and learning methods.
- Relevant programs that combine exemplary pedagogies with practical experiences.
- High-quality health and wellness academic programs with a focus on the humanistic approach.
- Preeminence in the study of food and its relationship to the world we live in.
- An interdisciplinary curriculum designed to allow students to explore and navigate careers in a variety of industries and professions.
- Providing all students with experiential learning opportunities.
- Meaningful and wide-ranging learning opportunities for students which foster lifelong engagement with the university.
- A multi-campus system where each campus will be uniquely positioned to help its students succeed.
- Financial stability and the ability to provide the necessary resources – secured through enrollments, alternative revenue sources, and enhanced fundraising – to fulfill its mission.

ACADEMIC LIFE



ACADEMIC LIFE

Johnson & Wales University will strengthen and expand its preeminence in the study of food. It will create academic programming in all colleges, including a new college focused on an interdisciplinary approach to food, taught by highly qualified and engaged faculty with a unique blend of credentials and industry experience. Its programs and focus on experiential learning will support students seeking to fulfill personal growth and professional aspirations.

TO MEET THE NEEDS OF STUDENTS AND INDUSTRY, WE WILL:

- Create a new college focused on an interdisciplinary approach to food.
- Support quality assurance through specialized accreditation and program reviews.
- Establish an academic infrastructure to support a semester system for graduate school by 2018 and undergraduate programs by 2020.
- Launch new programs at all academic levels and campuses with a heightened focus on graduate programming.
- Utilize multiple modes of educational delivery, leveraging opportunities within the College of Online Education.
- Expand industry partnerships to provide greater career opportunities for students and professional development for faculty.

TO SUPPORT FACULTY, THE UNIVERSITY WILL:

- Establish a Faculty Institute to promote excellence in teaching and learning, scholarship, and a collaborative exchange of ideas.
- Strengthen the diversity of our faculty.
- Dedicate resources to provide a robust faculty development program.

STUDENTS



STUDENTS

Johnson & Wales University will employ strategies to enroll a diverse student body appropriate to each campus. All students will be given the chance to bridge classroom experiences with external opportunities as a means of achieving their goals.

TO GIVE STUDENTS THE GREATEST OPPORTUNITY TO ACHIEVE PERSONAL GROWTH AND PROFESSIONAL READINESS, WE WILL:

- Engage students and faculty in technology and co-curricular experiences to strengthen retention and graduation rates.
- Establish international relationships to position JWU as a summer abroad destination.
- Connect educational experiences with opportunities outside the classroom.
- Support an athletic environment that offers opportunities for students to attain an appropriate level of national achievement and recognition.
- Provide meaningful experiences that foster a lifelong relationship with JWU.

TO RECRUIT AND ENROLL STUDENTS WITH THE POTENTIAL TO EXCEL AT EACH OF OUR CAMPUSES, THE UNIVERSITY WILL:

- Develop enrollment strategies, including admissions standards and outreach efforts, that reflect regional demographics.
- Expand the use of data and research to improve student recruitment and financial aid awarding models.
- Create and renew partnerships to secure international enrollment.
- Create a marketing campaign that reflects JWU's growth in new programming.

BRANCH CAMPUSES



BRANCH CAMPUSES

The Johnson & Wales University mission and vision for its students is shared across all branch campuses. At the same time, branch campuses have unique identities and appeal to audiences consistent with regional characteristics.

TO MAXIMIZE THE POTENTIAL OF EACH BRANCH CAMPUS, WE WILL:

- Establish curriculum development models at each campus with the goal of creating relevant academic programs with high earning potential.
- Seek external funds to support the exemplary results achieved at the North Miami Campus with its at-risk students and determine if this concept can be replicated at other branch campuses.
- Design a business model to support financial sustainability at each campus.

FOUNDATION



FOUNDATION

Human, financial and infrastructure resources are critical to the university's ability to meet its mission and commitment to student success.

TO ENSURE FINANCIAL VIABILITY, THE UNIVERSITY WILL:

- Create a more diverse revenue stream.
- Execute a successful fundraising campaign.

TO CONTINUE TO DEVELOP A PRODUCTIVE, EFFICIENT, AND ENGAGED WORKFORCE, WE WILL:

- Develop human resources strategies that grow the diversity of faculty and staff, allowing the university to pursue new academic programming and new sources of revenue through government grants and contracts.
- Promote professional development that supports job effectiveness and inspires staff to fully engage in university life.



Questions?

If you have any questions or need clarity on any of the included information, please contact Cara Rooney '05 MBA, Director of Executive Services.

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