

Forward Ever, Together

Kentucky Wesleyan College
2025-2028 Strategic Plan



KENTUCKY
WESLEYAN
COLLEGE
— 1858 —

From Our President

Kentucky Wesleyan College enters its 167th year with the same optimism of its founders. We share the same animating commitments, to the Christian faith and to the liberal arts tradition, and the same aspiration to develop the whole student: mind, body, and spirit. Those ideals take on new importance in the 21st Century as the pace of technological and social change elevates the need for the kind of determined leadership only a faith-based liberal arts education can provide. "Forward Ever, Together," our college's strategic plan for 2025-2028, expands on these historic commitments, bringing them into service of strategic aims and aspirational goals.

The plan is divided into three sections, each representing a unique, but interdependent theme. The first, "Affirm," harmonizes the campus community, aligning shared understandings and goals. Herein are calls to strengthen ties and campus culture, increase efficiencies, heighten engagement, cultivate and deepen relationships. These foundations create a basis to "Activate," our second theme. Here, we leverage existing resources to build new capacities and transform learning environments. Strategic enhancements to personnel, policy, and technologies support curricular innovation; a comprehensive co-curricular framework, with an emphasis on calling and vocation, magnifies the impact.

"Accelerate," our third theme, moves the college further still. With an emphasis on brand, academic reputation, dynamic growth, and financial stability, the college lays the foundations for the years to come.

We thank the members of the Strategic Planning Action Team, the Board of Trustees, and the hundreds of students, faculty, staff, alumni, community leaders, and friends of the college who gave their time and support to a long and thorough, rich and meaningful process. At the same time, we recognize our indebtedness, as inheritors of traditions and beneficiaries of generations of support, we are guarantors who create opportunities for others to make generational change of their own.

Forward Ever,
James P. Cousins, PhD
President, Kentucky Wesleyan College

Our Mission

Kentucky Wesleyan College, in partnership with the United Methodist Church, fosters a liberal arts education that nourishes and prepares students intellectually, spiritually and physically to achieve success in life.



Our Values

We are defined by the tenants of the "Wesleyan Way," a commitment to Love in Christ, Honor, Integrity, and Support. To be loved is the greatest human experience. Jesus taught us to love God and neighbor. As neighbors on campus, we commit to loving each other through patience, kindness, care, protection, and sacrifice. Honor embodies integrity, respect, and ethical conduct. We compete with honor and uphold the principles of fairness and respect in all our endeavors. We honor and respect the dignity and rights of all individuals and create an inclusive environment where everyone feels valued and heard.

Integrity is the unwavering commitment to truthfulness and transparency. We own up to our mistakes and are forthright in our dealings. Integrity requires the courage to stand up for what is right, even when it is difficult or unpopular. Support includes a commitment to assistance, encouragement, and access to ideas and resources that empower. Support begins with empathy, understanding the perspectives and feelings of others. It requires active listening and genuine concern.



Strategic Plan Metrics

Goals by 2028

Enrollment Goals

On-Campus	900
Online	300
Graduate	50
Dual Credit	400

Financial

\$200k annual increase in auxillary revenue

<53%

OVERALL
DISCOUNT RATE

\$16,000

AVERAGE
NET TUITION



\$1mm annual giving

Academic

10% reduction in average program major size

20% reduction in adjunct and overload credit hours

Retention

85%

OVERALL

73%

FIRST YEAR



3X

Study Abroad experiences

4X

Faculty participation in professional development and course creation



Online student satisfaction and engagement

80% strongly agree





1

Affirm

Kentucky Wesleyan College will affirm its commitments to academic excellence and transformative student experiences by cultivating a shared vision.

1.1 Ensure the sustainability and effectiveness of KWC's academic offerings by enhancing program efficiency.

Objectives:

- Streamline credit hour and course requirements for majors and general education to align with faculty capacity and best practices.
- Conduct annual, data-driven program reviews that assess enrollment trends, class section sizes, major degree requirements, cost-effectiveness, and graduate outcomes.
- Leverage technology to improve the efficiency of academic support services.

1.2 Strengthen school spirit and campus culture among students.

Objectives:

- Implement a communication strategy to improve information dissemination across campus.
- Establish a campus traditions committee to identify, develop, and oversee new and existing traditions.
- Encourage residential student engagement within their communities.
- Continuously assess and improve student satisfaction with campus safety.



1.3 Foster a supportive and engaged campus community.

Objectives:

- Increase participation by faculty, staff, and students in key campus events and activities.
- Increase alumni participation in off-campus engagement events.
- Develop regular employee professional development activities to encourage campus-wide participation and improve connectivity.
- Increase opportunities for faculty, staff, trustees, and alums to participate in student activities.
- Improve employee onboarding process to connect every individual into the fabric of the college.
- Develop a comprehensive online student success infrastructure, including academic advising, career counseling, mental health support, and technical assistance.
- Develop and promote high-impact educational practices (internships, undergraduate research, and community-engaged learning, etc.) to deepen student learning and engagement.

1.4 Build external community engagement through strategic partnerships.

Objectives:

- Bring the campus into the community, showcasing faculty expertise, trends on campus, and more.
- Enhance the college's role as a regional resource for workforce development by hosting collaborative events with community and industry leaders
- Increase student participation in community-based learning experiences, such as internships, service-learning projects, and research collaborations.

2

Activate

Kentucky Wesleyan College will activate the full potential of its students by creating innovative and engaged learning environments.

2.1 Enhance academic program relevance and accessibility.

Objectives:

- Enhance the current peer mentor model used within the KW 101 freshmen seminar course.
- Increase faculty involvement in online education through training and professional development opportunities.
- Increase student participation in study abroad experiences by reducing barriers and promoting the benefits.

2.2 Increase student retention and success through proactive support and engaging learning experiences.

Objectives:

- Implement a proactive early intervention system to identify and support at-risk students.
- Implement a holistic advising model and provide targeted support for student-athletes.
- Increase student engagement and learning through expanded experiential learning opportunities and faculty development in engaged learning pedagogies.



2.3

Design and launch a four-year co-curricular program that integrates vocational exploration, spiritual development, and experiential learning.

Objectives:

- Develop a comprehensive program framework for the four-year co-curricular experience, outlining the structure, key components, and learning outcomes for each year.
- Establish partnerships to provide diverse and meaningful learning experiences.
- Collaborate across campus to launch a series of programs aimed at service, leadership, and relationship building.

3

Accelerate

Kentucky Wesleyan College will accelerate growth through a strategic repositioning, by attracting a diverse and talented student body, and by building a strong financial foundation for lasting success.

3.1 Strengthen KWC's academic reputation and attract high-achieving students.

Objectives:

- Create a taskforce to explore shifting to a 4-credit base model.
- Launch one new high-impact graduate program annually.
- Modernize kwc.edu and online program pages to highlight success stories and program outcomes, creating visually engaging content to attract prospective students.
- Implement segmentation strategies that cater to the needs of different student demographics, using testimonials, success stories, and career outcomes.
- Develop targeted marketing campaigns for academic programs of distinction.
- Launch an alumni referral program that encourages past students to promote online programs through word of mouth and social media.





3.2 Expand and diversify enrollment through strategic program development and recruitment.

Objectives:

- Leverage data on job market trends, alumni success, and community partners to identify high-demand fields.
- Work with academic departments to create stackable credentials that build into full degrees, allowing for flexible learning progression.
- Enhance pipeline of academically prepared commuter students through strategic scholarships.
- Expand early college engagement by strengthening partnerships with local high schools and increasing dual-credit enrollments.
- Collaborate with regional employers to develop tuition incentive opportunities for employees.



3.3 Secure Kentucky Wesleyan's long-term financial future.

Objectives:

- Increase revenue from auxiliary enterprises.
- Optimize net tuition revenue by refining financial aid strategies.
- Strengthen the college's financial position by reducing debt obligations and enhancing cash flow.
- Maximize revenue from property development and strategic land use.
- Develop a comprehensive, data-driven development strategy to cultivate philanthropic support.
- Implement a system for a more comprehensive and transparent financial reporting.
- Develop and maintain long-range (5-10 year) budget forecast models that incorporate capital expenditures, deferred maintenance schedules, revenue projections, and scenario planning to ensure long-term financial sustainability.



3.4 Enhance Kentucky Wesleyan's visibility and brand.

Objectives:

- Build a robust public relations program designed to generate positive media coverage, enhance brand awareness, and support the college's mission.
- Elevate Kentucky Wesleyan's reputation as a source of expertise and thought leadership by promoting the scholarly and professional contributions of faculty and staff.
- Revitalize Kentucky Wesleyan's Brand Guidelines to ensure a consistent, compelling, and contemporary brand presence across all platforms.



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