



POWERED BY

# PURPOSE

## 2024

a strategic action plan for



JOHNSON & WALES  
UNIVERSITY



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**PURPOSE**  
2024

Through the success of **PURPOSE 2024**, Johnson & Wales University will be known as an innovative and comprehensive university that prepares students for careers and leadership in a wide range of industries.

**AS A COMPREHENSIVE UNIVERSITY, JOHNSON & WALES IS COMMITTED TO:**

- Offering excellent academic programs across a broad range of disciplines from the undergraduate level to the doctoral level
- Promoting and embracing a teacher-scholar education model that centers on experiential education and applied learning
- Supporting and encouraging faculty scholarship and research
- Building a student body comprised of individuals with diverse academic interests and career goals
- Providing students with a robust, dynamic campus and university experience



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November 2021



When we first unveiled the **FOCUS 2022** strategic plan almost four years ago, no one could have predicted the challenges of a global pandemic or such a rapidly changing higher education landscape. Today, Johnson & Wales is looking to the future by embarking on a new strategic plan focused on academics, industry and our communities. Our 10-year master strategic plan will be known as the *Powered By* series and will have three components spanning that time frame.

The first phase of this series guiding our work over the next three years is titled **POWERED BY PURPOSE 2024**, and it showcases an educational experience that is rooted in excellence.

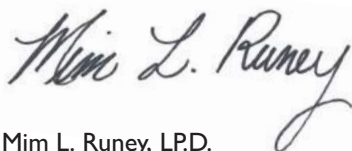
Through **PURPOSE 2024**, we will strive to:

- Elevate academic excellence and our standing as a comprehensive university.
- Embrace and celebrate a teacher-scholar approach to engage learning and to further advance our university's reputation as an academic center of excellence.
- Accelerate student success through the strengthening and expansion of student support systems directly linked to the academic, social and wellness needs of today's students.
- Further strengthen our ties to industries with partnerships, internships and professional studies programming.
- Maintain a strong and stable operational and strategic foundation that is fiscally responsible and values the diversity and contributions of every member of our community.
- Hold ourselves accountable for achieving our goals through a strong system of accountability that recognizes and celebrates performance excellence and outstanding results.

While the COVID-19 pandemic has proven disruptive, we have stayed on track to successfully achieve the goals set forth in our previous strategic plan, **FOCUS 2022**. Looking to the future, we are well positioned to deliver on our founders' mission to provide students with an excellent education to reach their fullest potential, whether that student is enrolled in Providence, Charlotte, or virtually through our newly repositioned College of Professional Studies.

At Johnson & Wales University, we are united by our mission, guiding principles, and now powered by a new strategic plan — **PURPOSE 2024**.

Forever JWU,



Mim L. Runey, LP.D.  
Chancellor



*“We should  
teach a thing  
not for  
its own sake  
but as preparation  
for what lies  
beyond.”*

#### **FOUNDATIONS OF PURPOSE 2024**

The Johnson & Wales Board of Trustees voted to approve this strategic plan during their June 2021 Annual Meeting. Continuous feedback from faculty and staff throughout the pandemic helped inform our direction and planning.

#### **JOHNSON & WALES UNIVERSITY MISSION**

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

#### **JOHNSON & WALES UNIVERSITY GUIDING PRINCIPLES**

In support of our mission and recognizing the importance of preserving our distinctive 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 comprehensive university.
- Maximize student potential by further 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.



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#### VISION

Johnson & Wales University has come a long way from its roots as a small, local business school, but we have never lost sight of our founders' focus to provide students with an excellent education that fully ignites their potential. In recent years, we have evolved from a world leader in culinary and hospitality education to a comprehensive university providing opportunities in a wide breadth of industry-relevant disciplines. Today's Johnson & Wales University offers an excellent, educational experience to students across a diverse spectrum of programs that are designed to prepare our graduates to make meaningful and immediate contributions in their fields of choice. Through **PURPOSE 2024**, we will continue that evolution and embrace our standing as a university that supports every student's journey to fulfilling their academic potential, professional ambitions, and personal aspirations.

**PURPOSE 2024** builds upon past strategic plans and sets clear goals for the future to help achieve our goal of attracting and retaining well-regarded faculty and staff, recruiting high-performing and ambitious students, and promoting a culture across the university that takes pride in fostering student success, scholarly excellence and institutional efficiency.

*Through the success of **POWERED BY PURPOSE 2024**, our goal is for Johnson & Wales University to be known as an innovative and comprehensive university that prepares students for careers and leadership in diverse industries.*

*“Our distinctive JWU experience-based education is designed to equip graduates with the knowledge, skills and purpose to meet the challenges of today.”*

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SANDRA AFFENITO, PH.D.  
VICE CHANCELLOR OF ACADEMIC  
ADMINISTRATION  
JOHNSON & WALES UNIVERSITY



## EDUCATIONAL EXPERIENCE ROOTED IN EXCELLENCE

Johnson & Wales University is powered by a belief that every student deserves a high-quality education that can prepare them for success in a meaningful career. Through **PURPOSE 2024**, the university will take intentional steps to embrace a teacher-scholar model, strengthen the student experience, and celebrate scholarship and research. Guided by our plan, we will strive to nurture an academic culture that embodies discovery, creativity, and intellectual curiosity. Our faculty will strive to foster adaptable thinkers, professionalism, and the quest for lifelong learning. Our focus on academic excellence will help position the university to attract and retain well-prepared students with diverse and successful academic journeys.

### *To strengthen the academic experience for all Johnson & Wales University students, we will strive to:*

- Enhance the university's brand of education and our teacher-scholar model through college-based Research Centers of Excellence.
- Validate the stature of Johnson & Wales University's academic offerings through specialized accreditation.
- Develop highly personalized and interdisciplinary learning and research experiences.
- Embrace innovation and entrepreneurship inside and outside the classroom across all disciplines.

### *To support and strengthen Johnson & Wales University faculty, we will strive to:*

- Provide faculty with ongoing support and resources in their pursuit of research, scholarship and innovation.
- Retain and recruit appropriately credentialed faculty who embrace a teacher-scholar model and make scholarly contributions to the body of knowledge in their professional fields and the industries Johnson & Wales University supports.

### *To enhance the student experience for all Johnson & Wales University students, we will strive to:*

- Develop and expand a robust suite of academic supports for students.
- Increase student retention and on-time graduation rates through mentorship and advisement.
- Provide professional and cultural experiences with an intentional focus on health and wellness, civic engagement, and leadership.
- Foster lasting connections to the university campuses and community to position students for success in a post-pandemic environment.

*“As part of the transformative effort to be a comprehensive university, we’ve been awarded and are actively seeking grants to support faculty research initiatives and various other projects for teacher scholarship that will enhance student academic and campus life experiences.”*

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KYLE J. McINNIS, SC.D., FACSM  
PROVOST  
JOHNSON & WALES UNIVERSITY

*“At Johnson & Wales, we were encouraged to explore, create, develop and expand our perspectives beyond the familiar.”*

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MICHAEL LEVINE '12  
CEO, GLOBAL FOOD SOLUTIONS



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#### SHAPING AND STRENGTHENING INDUSTRIES

Since its founding in 1914, Johnson & Wales University has been powered by its connection to industry. Through **PURPOSE 2024**, we strive to strengthen existing and establish new partnerships. We will be recognized as a premier provider of professional studies and corporate training, expanding our linkages with industry leaders and professional organizations in support of faculty, staff, students and alumni.

*To be recognized as a premier provider of quality graduate, professional and non-degree programs, we will strive to:*

- Reposition the College of Online Education as the Johnson & Wales University College of Professional Studies.
- Increase enrollment and programming in the College of Professional Studies.
- Expand partnerships to provide customized corporate training and non-degree professional education, most specifically in the areas of food, hospitality, innovation, technology and healthcare.

*To strengthen our professional ties to key industries, we will strive to:*

- Establish advisory boards for each college.
- Establish and maintain a hub of industry-led thought leadership through marquee events and scholarly fellowships.
- Ensure a strong university presence amongst regional and national industry associations.
- Increase the number of quality high-impact academic partnerships and internships for students in their fields of study.



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**STRONG INSTITUTIONAL FOUNDATION**

**PURPOSE 2024** recognizes that while a focus on financial responsibility is essential to maintain a strong institutional foundation, the people and human capital within the organization are the bedrock of every lasting institution. Through **PURPOSE 2024**, we are focused on sustained and long-term success to achieve strong operating results and fiscal sustainability. We are committed to investing in our core mission and delivering a high-quality educational experience.

*To further develop a productive, efficient and engaged workforce, we will strive to:*

- Nurture a student-centric focus in all organizational decision-making.
- Foster an organizational culture focused on performance excellence and university values.
- Celebrate Johnson & Wales University’s commitment to diversity, equity and inclusion.

*To ensure the financial viability of the university, we will strive to:*

- Champion a sustainable business model.
- Review and assess academic and program offerings to remain relevant, meeting enrollment demand.
- Preserve and grow Johnson & Wales University’s legacy.

*“As a comprehensive institution, JWU will strive to extend its rich culinary history into intersecting areas of industry, advancing our growth in healthcare, hospitality and business.”*

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MARIE BERNARDO-SOUSA, L.P.D., '92  
PRESIDENT, PROVIDENCE CAMPUS  
JOHNSON & WALES UNIVERSITY



## CULTURE AND REPUTATION

Johnson & Wales University, at its core, is powered by the people who make an impact for our students and alumni. Through **PURPOSE 2024**, we will bolster a campus culture that takes pride in what it means to be a Wildcat, and we will be purposeful in our external storytelling to help ensure that all audiences recognize the impact Johnson & Wales University has on local economies, civic culture and industry.

***To nurture a culture of inclusion and pride among all Johnson & Wales University community members, we will strive to:***

- Recruit and retain an increasingly diverse university workforce.
- Support training and continued learning opportunities for faculty and staff through a variety of means.
- Nurture and further strengthen an inclusive environment that embraces the broad range of diversity of all members of our community.
- Strengthen the employee experience with input from faculty and staff.

***To strengthen and enhance the university's reputation among external stakeholders and peer institutions, we will strive to:***

- Be recognized by independent third parties for excellence.
- Expand and maintain strong civic connections to the Providence and Charlotte communities where our students, faculty, and staff live, study and work.



*“When Johnson & Wales first opened its doors, the intent was to diversify the workforce; through current diversity and inclusion efforts, that work continues today in ways that would make our founders proud.”*

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THOMAS GAINES  
JWU'S FIRST FACULTY FELLOW  
DEI STEERING COMMITTEE  
JOHNSON & WALES UNIVERSITY



Providence, Rhode Island  
Charlotte, North Carolina

[jwu.edu](http://jwu.edu)



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