

**Planning assumptions can be used to highlight the following areas in the 2008-2012
Planning Cycle**

- ◆ The most important focus area for the campus is to enhance the quality of our academic programs and achievements.
- ◆ A second over-arching focus area would link program offerings, student enrollments, and occupational needs.
- ◆ A third strategic focus area would encompass initiatives aimed at resource and access issues.

Below are the planning assumptions related to the goals of the strategic plan

Goal 1 – To significantly enhance and become recognized for the quality of our academic programs and the academic achievements of our faculty and students

- There is a need to create a stronger academic environment; Student focus on academics. (Strengths and Weaknesses W4)
- Robust information technology infrastructure integrated into teaching and learning encourages exploration and innovation and attracts top quality faculty and students (Technology T2)
- Keene State College has the leading market share among NH colleges and universities in baccalaureate graduates from teacher education, safety studies and architecture and is the second largest provider of Media Arts program graduates. (Demographics D1)
- The College provides access to high demand programs that have grown significantly in NH and nationally over the past 15 years: psychology, management, social sciences, computer science. (Demographics D2)
- Keene State College could contribute to the shortage in health care professionals by adding academic programs in medical and health services management and nursing. Keene State could contribute to the licensing needs in the health care profession by adding continuing education programs in licensed practical nursing, medical records and health information, home health care, and medical and social services assistants (Demographics D8 & D9)
- Redesign of existing programs at Keene State College could address the shortages in the professions of criminal justice, law, coaching and sports management, recreation, and social work. (Demographics D11)

Goal 2 – To clearly and continuously communicate our mission & values in all that we undertake, and to foster a strong sense of community on campus in pursuit of academic excellence.

- KSC's location, size and strong sense of community (Strengths and Weaknesses S1)
- The physical attractiveness and functionality of the campus, buildings, and grounds (Strengths and Weaknesses S2)
- Students view the College leadership and the Student Service offices and staff as positive and helpful (Strengths and Weaknesses S3)
- The positive relationship between the College and the City of Keene (Strengths and Weaknesses S5)

Goal 3 – To invest in faculty and staff so they can provide leadership for the College’s transformation.

- The quality of the faculty and their concern for students (Strengths and Weaknesses S4)
- Balance between adjunct and tenure-track faculty (Strengths and Weaknesses W4)
- Robust information technology infrastructure integrated into teaching and learning encourages exploration and innovation and attracts top quality faculty and students (Technology T2)
- Increasing demands being placed on student service offices by students and their parents (Strengths and Weaknesses W6)

Goal 4 – To actively engage our students in a learning process that is grounded in service, citizenship, and ethical awareness

- Increasingly, students need to work – students have difficulty balancing their academic and economic demands (Strengths and Weaknesses W2)
- Among KSC’s strengths is its relationship with the city of Keene, its major employers and its attractive New England setting. These attributes are significant in prospective students and faculty/staff members. This also supports the USNH mission of being a partner of choice for research and service. (R4-1)

Goal 5 – To provide high quality academic programs that are affordable and accessible to a wide range of learners

- Affordability – tuition costs, changes in federal financial aid and tax exemptions are contributing to a middle class financial squeeze. (Strengths and Weaknesses W1)
- Meeting the needs of non-traditional students, beginning with course scheduling and service availability (Strengths and Weaknesses W3)
- Diversity (Strengths and Weaknesses W5)
- Because the NH population is aging and the state is attractive for retirement, programs appealing to mid-career and retired age groups could offset enrollment losses in traditional age groups. (Demographics D6)
- The affordability conundrum is that KSC and higher education costs generally are rising faster than the rate of income growth and the rate of inflation . . . education costs consume a greater share of family income in NH (Affordability R1.1)
- KSC has insufficient scholarship aid to reduce the average debt burden, which is currently in excess of \$20,000 upon graduation . . . this affects some KSC students disproportionately because of differing levels of expected income based on field of study (Affordability R1.5)
- KSC’s progress towards more efficient and LEED certified buildings is aimed at improving operating functionality, environmental sustainability, energy consumption and cost effectiveness. (Affordability R3-1)
- Sustaining current out-of-state enrollment in light of changing demographics requires broadening the recruiting region beyond New England. Target: states where the sticker price for public, as well as private, institutions of higher education is high; states where out-migration of students is an established pattern. Examples: Maryland, New Jersey, Ohio, and Pennsylvania. (Revenue Enhancement R5.1)

- There are a number of desirable undergraduate academic programs that could meet workforce demand which are not feasible for KSC to host but could lead to joint degree program agreements to provide a seamless and attractive educational/degree experience for students. (Partnerships R4.2)
- Private contributions and capital campaigns are becoming an increasing share of higher education operating and capital resources ... other opportunities are public-private partnerships, summer programs, asynchronous learning and public school partnerships. (Revenue Enhancement R5.2)
- Strategic initiatives using technologies face obstacles that include:
 - ◆ Limited system wide support for non-integrated information systems.
 - ◆ Few faculty offer courses via distance technologies.
 - ◆ Opportunities for greater use of technologies and professional development in technology are limited by the time required for current job responsibilities
 - ◆ A significant proportion of technology funding is based on student fees, which inhibits the college's ability to support technology without continuing to increase student fees.
- Integrated Enterprise Information systems provide cost effective and efficient means for avoiding duplication of services (Technology T1)