

Strategic Planning Council Revised Themes 3/17/15

1. **Academic Identity/Distinction**

Define, articulate, and communicate the distinctive characteristics of a Keene State College education, emphasizing a core commitment to the liberal arts, academic rigor and a primarily-residential delivery model.

- 1.1. Create a comprehensive academic plan offering educational programs that are supported by college resources; *simultaneously* develop a flexible and interdisciplinary general education curriculum which supports those programs.
- 1.2. Better align appropriate academic programs that develop cognitive, practical and workplace skills essential to competitiveness and success in employment and careers locally, regionally and globally.
- 1.3. Increase funding and release time for faculty to engage in scholarship.
- 1.4. Continually assess the quality of teaching and learning and provide faculty development that forwards discipline-appropriate pedagogical innovation.
- 1.5. Develop a cohesive plan for innovative educational opportunities that promote effective, engaging, and interactive learning experiences.

2. **Student Achievement**

Strengthen a college-wide commitment to student achievement by providing high quality personal and academic services to improve students' readiness to learn and extended learning opportunities designed to deepen academic commitment and personal development.

- 2.1. Redefine scope, increase use and improve the quality and effectiveness of undergraduate advising.
- 2.2. Review and amend standards for admissions with the goal of improving students' successful completion to graduation and align student financial aid policies, procedures and distribution of institutional aid to support those admission strategies.
- 2.3. Define scope and improve integration of student support services that enable students to persist, achieve intended learning outcomes, and graduate.
- 2.4. Establish, fund and implement a comprehensive college-wide plan to support underserved student populations.
- 2.5. Expand institutional commitment to civic responsibility and engagement designed to result in active citizenship.

*Two points were made for further consideration during implementation:

- Comprehensive and coordinated first-year program
- Development of a program to address the needs of high-achieving students

3. Institutional Renewal and Sustainability

Renew core commitments and re-evaluate priorities defining what is most distinctive about Keene State; establish a collective and cohesive work ethic towards accomplishing campus-wide shared goals, increase diversification of revenue and commit resources for greater success.

- 3.1. Improve campus-wide communication and promote transparency of decision making at all levels across the College.
- 3.2. Utilize evidence-based decision-making and priority-setting.
- 3.3. Develop a process of ongoing systematic assessment of college policies and procedures to maintain relevancy.
- 3.4. Increase philanthropic support of endowment, capital projects, educational and pedagogical innovation, scholarships, and financial aid.
- 3.5. Strengthen the College's relationships with alumni, and provide more opportunities for alumni to be engaged with students and campus life.
- 3.6. Renew our human, technological and physical resources to support college priorities, including a college-wide commitment to environmental sustainability.
- 3.7. Establish a representative college-wide budget advisory committee in accordance with college governance to support college priorities and make fiscal recommendations to the president.

4. Campus Culture and Community

Strengthen the campus culture both socially and academically; foster inclusiveness, equity, civility, and accountability to one another.

- 4.1 Expand the diversity of our students, faculty, and staff; create an environment in which all feel welcome, safe, and valued.
- 4.2 Provide more opportunities for international engagement by students, faculty, and staff; increase the number of international students, faculty, and staff.
- 4.3 Develop a campus-wide plan to address substance abuse and overall wellness.
- 4.4 Work closely with Keene's citizens, businesses, organizations, and City government to maximize potential opportunities and enhance mutual respect.

*Two points were made for further consideration during implementation:

- 4.2 - Examine the UNH model for diversity; determine how to more fully support the Global Education Office
- 4.4 – Communicate our many contributions and subsequent need for support to the USNH Board of Trustees and the state legislature