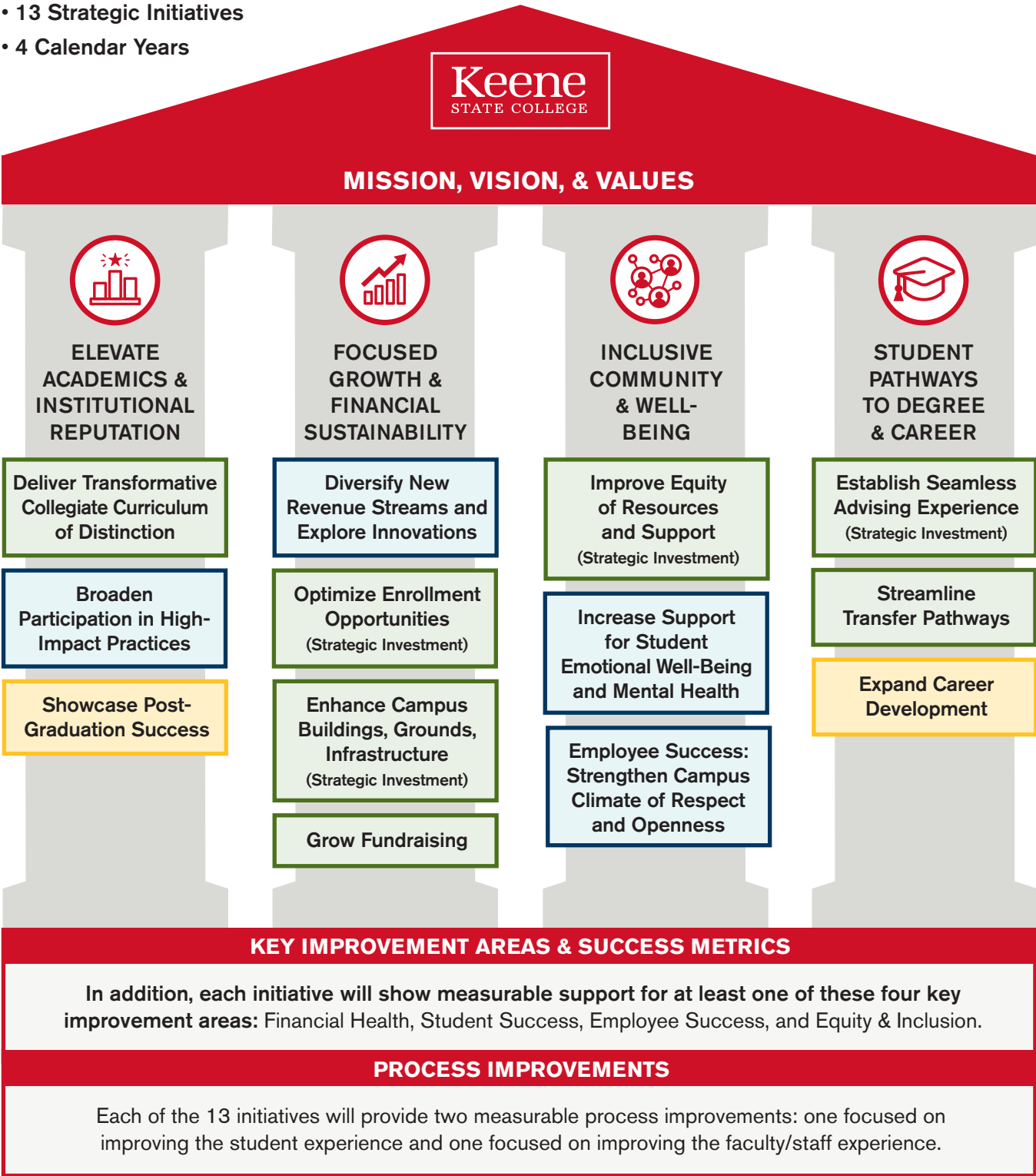# KEENE STATE COLLEGE STRATEGIC PLAN 2023-2026: AT-A-GLANCE OVERVIEW

- 4 Pillars (Strategic Priorities)
- 13 Strategic Initiatives
- 4 Calendar Years

Keene STATE COLLEGE

MISSION, VISION, & VALUES

ELEVATE ACADEMICS & INSTITUTIONAL REPUTATION

- Deliver Transformative Collegiate Curriculum of Distinction
- Broaden Participation in High-Impact Practices
- Showcase Post-Graduation Success

FOCUSED GROWTH & FINANCIAL SUSTAINABILITY

- Diversify New Revenue Streams and Explore Innovations
- Optimize Enrollment Opportunities (Strategic Investment)
- Enhance Campus Buildings, Grounds, Infrastructure (Strategic Investment)
- Grow Fundraising

INCLUSIVE COMMUNITY & WELL-BEING

- Improve Equity of Resources and Support (Strategic Investment)
- Increase Support for Student Emotional Well-Being and Mental Health
- Employee Success: Strengthen Campus Climate of Respect and Openness

STUDENT PATHWAYS TO DEGREE & CAREER

- Establish Seamless Advising Experience (Strategic Investment)
- Streamline Transfer Pathways
- Expand Career Development

KEY IMPROVEMENT AREAS & SUCCESS METRICS

In addition, each initiative will show measurable support for at least one of these four key improvement areas: Financial Health, Student Success, Employee Success, and Equity & Inclusion.

PROCESS IMPROVEMENTS

Each of the 13 initiatives will provide two measurable process improvements: one focused on improving the student experience and one focused on improving the faculty/staff experience.

☐ *Indicates the seven initiatives that formally launched in Spring 2023*

☐ *Indicates the initiatives slated to formally launch by December 2024*

☐ *Indicates the remaining two initiatives will be reviewed for readiness to launch contingent upon the completion of existing initiatives.*

Updated as of March 2025

KEY IMPROVEMENT AREAS & SUCCESS METRICS

By December 2026 (unless otherwise specified) each initiative will show measurable support for at least one of the following four key improvement areas:

IMPROVEMENT AREAS	SUCCESS METRICS
FINANCIAL HEALTH	1. 1% operating margin in FY26 2. Total enrollment size of 3,000 3. Annual regional partnership revenue increase to reach $250,000 annually 4. Increase summer session revenue from Fiscal Year 2022 by 20% 5. $20 million Comprehensive Campaign completed for endowed and current-use funds by June 2025 6. Communicate USNH President's Council Return on Investment (ROI) metrics for USNH Shared Services
STUDENT SUCCESS	1. First- to Second-Year Retention from 77% (Fall 2022) to 80% 2. First- to Third-Year Retention from 59% (Fall 2022) to 61% 3. Four-Year Graduation Rate from 50% (Fall 2022) to 55% 4. Six-Year Graduation Rate from 60% (Fall 2022) to 65% 5. Maintain or improve Keene State's position in the *US News World Report* Rankings for Best Regional Colleges North
EMPLOYEE SUCCESS	1. Improve employee response in Campus Climate survey to question about receiving needed assistance to be successful at work from 41% (Fall 2021) to 70% 2. Reduce staff hiring cycle to average of 75 days 3. Establish employee retention rate baseline and determine annual improvement goals, as part of the Employee Success Initiative 4. Establish employee turnover rate, as part of the Employee Success Initiative 5. Annual increase in employee satisfaction with particular attention to workload balance *(This item has been moved into the Employee Success initiative with a key priority to leverage the Fall 2023 Belongingness and Inclusive Survey to further unpack concerns and identify opportunities to improve employee satisfaction. The Employee Success initiative will launch no later than December 2024.)* 6. Revise employee orientation, training, and on-boarding processes by December 2023 *(In reviewing the 2023-2026 Success Metrics for year one in Spring 2024, this item was determined not to be a metric and more appropriate as a key action item to complete and track outcomes as part of the future Employee Success initiative. The Employee Success initiative will launch no later than December 2024.)*
EQUITY & INCLUSION	1. Increase student response in having interactions with people of different backgrounds (NSSE national survey) 2. Establish baseline and increase training participation by 25% 3. Enhance enrollment of a diverse student, faculty, and staff and increase retention and graduation rates for all students.
PROCESS IMPROVEMENTS	Each of the 13 initiatives will provide two measurable process improvements: one focused on improving the student experience and one focused on improving the faculty/staff experience.