

Keene
STATE COLLEGE

2023-2026 STRATEGIC PLAN



TABLE OF CONTENTS

A Message from President

Melinda D. Treadwell '90

Pages 1-2

Mission, Vision, Values

Page 3

About Keene State College

Page 4

Purpose & Terms of the 2023-2026 Strategic Plan

Page 5

Four Strategic Pillars

Page 5

At-A-Glance Overview of Pillars & Initiatives

Page 6

Key Improvement Areas & Success Metrics

Pages 7-8

Pillar Initiative Abstract Statements

Pages 9-19

Strategic Planning Timeline: January 2022–December 2022

Page 20

Implementation Plans & Strategic Review

Pages 21-22

Strategic Planning Committee Members & Pillar Team Members

Pages 23-25



A MESSAGE

FROM DR. MELINDA D. TREADWELL

The Keene State College 2023-2026 Strategic Plan is a vibrant, highly compelling document that captures New Hampshire's public liberal arts college at a crucial time in its history. This is a turbulent time in higher education across the nation. Here at Keene State College, we recognize now more than ever the essential role of a liberal arts education in preparing tomorrow's leaders. Our exemplary education explores issues through the lens of many disciplines and prepares skilled, service-minded graduates for both rewarding careers and a lifetime of contribution to the well-being of their communities—specifically because of their liberal arts foundation.

This Plan is an authentic and grounded product of our community, culminating a year of listening to and learning from our students, faculty, staff, alumni, and friends about what is distinctive about Keene State. Every iteration of the Plan returned to the community for confirmation that it represents our best understanding of what Keene State College must do in order to thrive and hold our mission.



The work of this strategic plan followed our candid and searching NECHE self-study and reaffirmation of accreditation, as well as an inclusive refreshing of our mission and values and, for the first time, creating an institutional vision. I am grateful to everyone who helped in that foundational work and to the members of the Strategic Planning Committee and Pillar Teams, who together crafted the Plan. I am equally appreciative of the community members who reviewed and critiqued every iteration of the Plan at every stage of its creation.

The Strategic Planning Committee—made up of current students, faculty, and staff—dedicated all of 2022 to creating a plan with focused, purposeful initiatives. We intentionally limited the number and scope of initiatives so that the College could harness its energies and align its resources into their achievement. This 2023-2026 Strategic Plan also, importantly and extraordinarily, incorporates concrete success metrics that will measure our progress across four essential institutional priorities, or pillars: *Elevate Academics & Institutional Reputation*; *Focused Growth & Financial Sustainability*; *Inclusive Community & Well-Being*; and *Student Pathways to Degree & Career*.

The Plan is simple in its design yet ambitious in the challenges it sets for us to confront. It mixes the best of traditional academic strategic planning—consensus-built, participatory, and relevant—with the embrace of the here-and-now, resulting in a document characterized by near-term realism and future-view idealism for our community-centered public liberal arts college.

Letter continues on page 2 ►

The Plan, especially with its rare adherence to accountability and metrics, channels directly to a powerful implementation schedule at a time when every bit of our focus needs to be mobilized to serve the highest collective benefit. The University System of New Hampshire Board of Trustees believes strongly in Keene State as New Hampshire's public liberal arts college and has invested in our distinctive place and purpose.

For members of our Keene State College community, present, past, and future, I invite you to read this plan and locate yourself within it. I am certain you will easily find the ways in which the work you do every day aligns with and is reflected by this Plan. More importantly, you will recognize the striving, fierce spirit of the Keene State College we all cherish.

Enter to learn, go forth to serve.



Melinda D. Treadwell, PhD
President, Keene State College





MISSION, VISION, VALUES

MISSION

Keene State College, as the public liberal arts college in New Hampshire, offers an accessible, high-quality education in an inclusive campus community dedicated to academic excellence. Through the integration of teaching, learning, scholarship and service, we prepare students to think critically and creatively, engage in their communities, and pursue meaningful work in a global society.

VISION

Keene State College will be a nationally recognized, diverse, student-centered college that transforms lives, and is known for distinctive academic programs that anticipate the needs of our regional and global communities.

VALUES

At Keene State, we will...

Respect all individuals and foster a supportive community.

Commit ourselves to life-long learning.

Strive to build a just society.

Work towards a sustainable and equitable world.

Take action to benefit others.

ABOUT KEENE STATE COLLEGE

Since its founding in 1909, Keene State College has continuously broadened its range of mission-aligned academic programs grounded in the liberal arts to provide students with critical skills and knowledge that supports a lifetime of professional opportunities. Our community offers students a wide array of academic experiences and challenges our students to meet and exceed their academic and personal goals. Keene State guides students throughout their tenure to develop new connections and friendships and to find belonging in our vibrant College community.

The College's campus spans 188 acres with 63 buildings to serve students in academic and co-curricular activities. Appian Way is the central pedestrian route through the heart of campus that leads to academic, administrative, and residential buildings, as well as Mason Library, the student center, and the dining commons. Also on Appian Way is Fiske Quad, an open space where Commencement is held and where students study and visit with friends and professors. A series of quadrangles and walkways link the academic buildings, residence halls, parking lots, and outdoor areas of the College.

The result is a unified, functional, and aesthetically pleasing central campus, with a mix of historic, renovated, and new buildings. South of the main campus is an expansive athletics and recreation complex. Keene State is known for its friendly and welcoming campus environment and its close connection with downtown Keene, with its dozens of locally-owned shops, restaurants, cafes, and a centerpiece performing arts theatre.

Keene State College embraces its mission as New Hampshire's public liberal arts college by developing critical thinkers and preparing students for careers while embodying our motto:

ENTER TO LEARN, GO FORTH TO SERVE.

FAST FACTS

- Fall 2022 enrollment of 2,821 students
- 67% of full-time undergraduates receive need-based financial aid
- 76.8% first-to-second year student retention rate
- More than 40 areas of study, with accreditation from New England Commission of Higher Education (NECHE)
- The following Keene State academic programs are nationally accredited: Chemistry, Education, Nursing, Music, and Public Health
- More than 30,000 alumni
- As of Fall 2021, the College employed a total of 671 individuals (328 faculty and 343 staff). Of the 328 faculty positions, 125 positions were full-time faculty.

Source: 2022 Factbook / Produced by the Office of Institutional Research in December 2022

PURPOSE & TERMS OF THE STRATEGIC PLAN

PURPOSE

- Provide a roadmap for living our mission, vision, and values.
- Clearly define our institutional priorities for 2023-2026.
- Focus campus resources on a set of strategic initiatives informed by campus community input.
- Align actions with accountability.

TERMS

- The **four pillars represent the strategic priorities** for 2023-2026.
- Within the pillars, **13 initiatives represent strategic actions** for 2023-2026.
- **Key Improvement Areas and Success Metrics** highlight areas where institutional improvements are needed based on campus community input.

Each improvement area has a high-level, set of **institutional success metrics**. The Strategic Planning Committee (SPC) asked Cabinet to draft success metrics with initial feedback provided by pillar teams/SPC.

Keene State College, with guidance from the University System of New Hampshire General Counsel's Office, reviews and updates college policies and protocols periodically to ensure continued compliance with legal requirements.

THE FOUR PILLARS

Elevate Academics & Institutional Reputation

- Deliver a transformative collegiate curriculum of distinction
- Broaden participation in high-impact practices
- Showcase post-graduation success

Focused Growth & Fiscal Sustainability

- Diversify new revenue streams
- Optimize enrollment opportunities
- Enhance campus buildings, grounds, and infrastructure
- Grow endowment funds

Inclusive Community & Well-Being

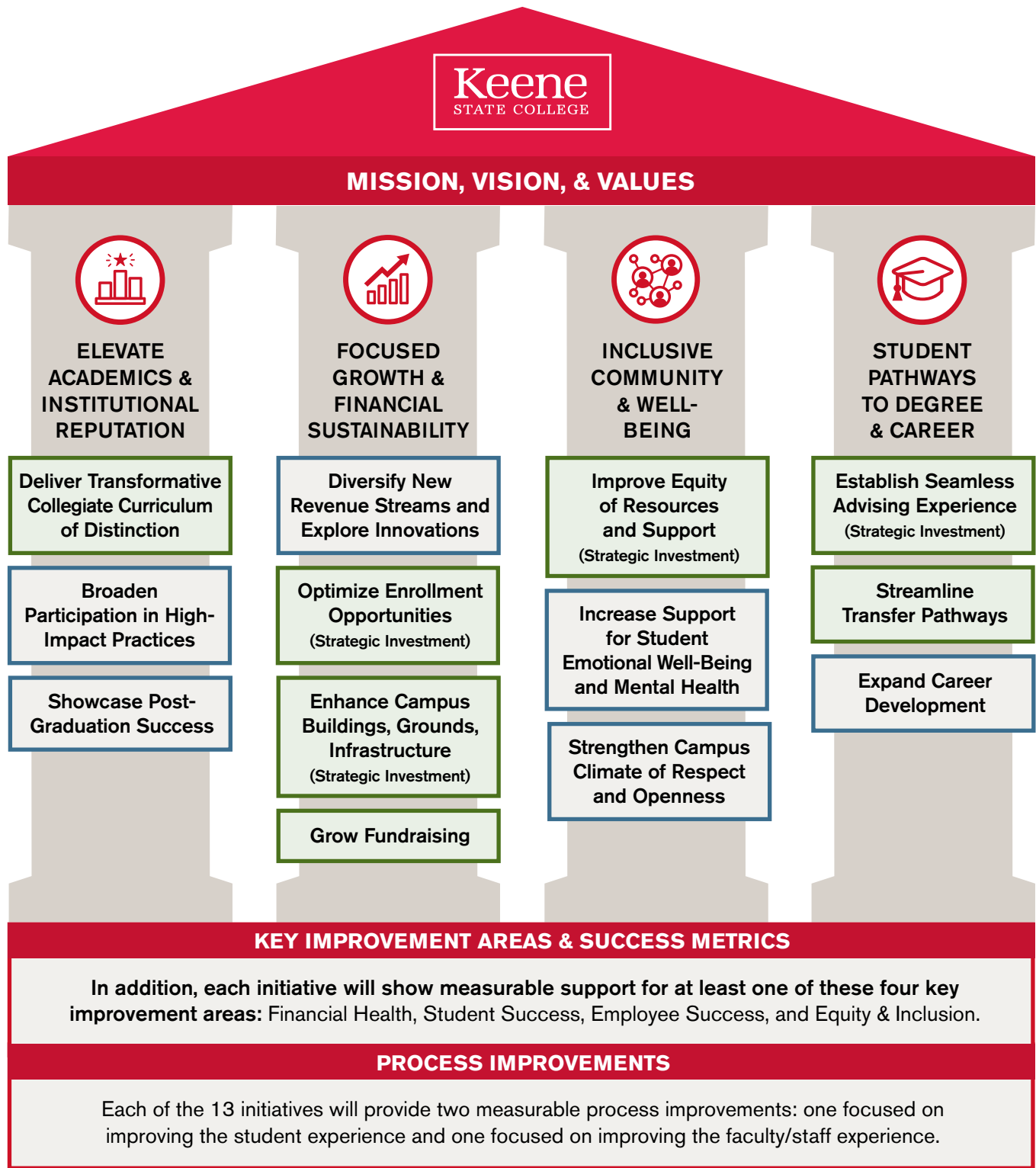
- Improve equity of resources and support
- Increase support for student emotional well-being and mental health
- Strengthen campus climate of respect and openness

Student Pathways to Degree & Career

- Establish a seamless advising experience
- Streamline transfer pathways
- Expand career development opportunities

AT-A-GLANCE OVERVIEW

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



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	<ol style="list-style-type: none"> 1% operating margin in FY26 Total enrollment size of 3,000 Annual regional partnership revenue increase to reach \$250,000 annually Increase summer session revenue from Fiscal Year 2022 by 20% \$20 million Comprehensive Campaign completed for endowed and current-use funds by June 2025 Communicate USNH President's Council Return on Investment (ROI) metrics for USNH Shared Services
STUDENT SUCCESS	<ol style="list-style-type: none"> First- to Second-Year Retention from 77% (Fall 2022) to 80% First- to Third-Year Retention from 59% (Fall 2022) to 61% Four-Year Graduation Rate from 50% (Fall 2022) to 55% Six-Year Graduation Rate from 60% (Fall 2022) to 65% Maintain or improve Keene State's position in the <i>US News World Report</i> Rankings for Best Regional Colleges North
EMPLOYEE SUCCESS	<ol style="list-style-type: none"> Annual increase in employee satisfaction with particular attention to workload balance Improve employee response in Campus Climate survey to question about receiving needed assistance to be successful at work from 41% (Fall 2021) to 70% Reduce staff hiring cycle to average of 75 days Establish employee retention rate baseline and improve by 15% Revise employee orientation, training, and on-boarding processes by December 2023
EQUITY & INCLUSION	<ol style="list-style-type: none"> Increase student response in having interactions with people of different backgrounds (NSSE national survey) Establish baseline and increase training participation by 25% 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.

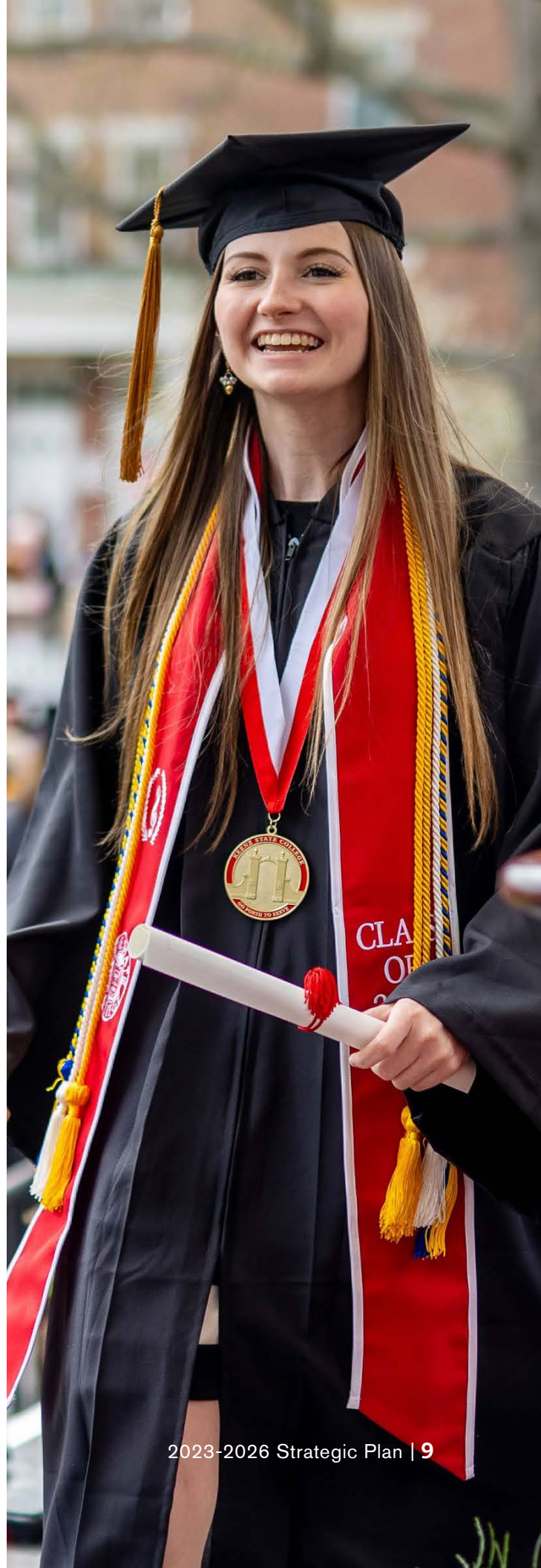


PILLAR INITIATIVE ABSTRACT STATEMENTS

As part of the discovery work from August 15, 2022 to October 7, 2022, four pillar teams were established with students, faculty, and staff. Pillar teams created a resource and impact abstract statement to capture information for supporting future implementation efforts for each of the 13 initiatives. These abstract statements were created based on pillar team discovery work.

The abstract statements for the 13 initiatives indicate initial measures of success that will be further defined in project charters as part of the implementation effort.

Seven of the 13 initiatives are slated to formally launch in Spring 2023, due to either receiving Fiscal Year 2023 (FY23) USNH Board of Trustees (BoT) investments in or due to known complexities and interdependencies in supporting the institutional success metrics. For the remaining six initiatives, work may continue where possible with an expected strategic review each semester to determine readiness to formally launch.



PILLAR 1:

ELEVATE ACADEMICS & INSTITUTIONAL REPUTATION

INITIATIVE: DELIVER TRANSFORMATIVE COLLEGIATE CURRICULUM OF DISTINCTION

Note: This initiative is slated to formally launch in Spring 2023 due to either receiving FY23 USNH BoT investments or due to known complexities and interdependencies to support institutional success metrics.

Summary Statement: (Re)envision and reframe general education and disciplinary programs for a transformative curriculum of distinction in concert with the Senate, existing committee structures, and established governance processes.

Objectives:

- Evaluate and revise the general education program (and related policies) to ensure that it meets current needs, reflects the College's values and philosophy, complements and mutually supports majors, and facilitates transfers.
- Evaluate majors and revise as necessary to ensure they meet current needs, facilitate timely progress to degree, and mutually support the general education program.
- Fully implement a revised First Year Experience that is integrated with the general education program and/or majors.
- Commit to a set of college-wide learning outcomes (CWLO) that articulate the value and expected outcomes of the Keene State Experience, ensure that they are reflected in the curriculum, and assess them.
- Evaluate summer session course offerings, policies, and procedures and revise to better align with demand to ensure that students who choose to do so can integrate the summer session into their programs of study.

Measures of Success:

- Fully implement comprehensive, coherent First Year Experience to support retention.
- Revise majors and general education program to reduce bottlenecks, complexity, requirements, and/or other roadblocks, so that students have clear and flexible pathways to degree that support positive impact on graduation rates.



INITIATIVE: BROADEN PARTICIPATION IN HIGH-IMPACT PRACTICES

Summary Statement: Broaden student participation in high-impact practices beginning with developing a campus-wide approach to student internships. The National Survey of Student Engagement (NSSE) defines high-impact practices as focused on six areas: service learning, living-learning residence halls, research with faculty, internships or field experiences, study abroad opportunities, and senior culminating experiences.

Objectives:

- Create an inventory of high-impact practices currently in use at Keene State College.
- Identify opportunities to elevate the importance and value of high-impact practice options for students and faculty/staff.
- Develop a campus-wide approach to credit and non-credit-bearing internships.
- Improve student internship experience by developing connections between departments/faculty/coaches/ staff and employers to streamline process in seeking, applying for, and completing internships.

Measures of Success:

- Increase number of students opting to participate in high-impact practices.
- Increase number of students reporting positive experience with high-impact practices.
- Develop baseline and increase student satisfaction with campus-wide approach to internships.
- Increase percentage of students gaining employment post-graduation.
- Realize positive impact on student retention.

INITIATIVE: SHOWCASE POST-GRADUATION SUCCESS

Summary Statement: Cultivate opportunities for more engagement between alumni and students and highlight student career development, post-graduate success stories, and contributions of faculty.

Objectives:

- Identify ways to facilitate more alumni-student engagement such as the recent collaboration between Alumni Relations and Career Services to create the Alumni Speakers Bureau.
- Showcase student career paths and establish baseline with use of new post-graduation survey to highlight Keene State's overall career placement data.
- Explore paths for providing graduates with continued access to their Keene State College email address.

Measures of Success:

- Increase number of opportunities for alumni-student engagement.
- Increase number of stories online and in print media highlighting student career or post-graduation success and contributions of faculty.
- Increase percentage of career placement (based on post-graduation survey) one year following graduation.

PILLAR 2:

FOCUSED GROWTH & FINANCIAL SUSTAINABILITY

INITIATIVE: DIVERSIFY NEW REVENUE STREAMS & EXPLORE INNOVATIONS

Summary Statement: Explore multiple and diverse avenues for achieving new revenue streams and implement promising projects.

Objectives:

- Develop a vetting process with financial analysis of revenue opportunities based on the requirement for supporting goal of a positive margin. Vetting process will need to have rigor and be nimble enough to take advantage of emerging opportunities.
- New revenue streams could include, but are not limited to:
 - Regional Partnerships
 - Community College Pathways
 - Continuing Education
 - Non-Degree Services to Area Employers (training)
 - Micro-Credentials
 - Summer Session
 - Better utilization of campus throughout the year

Measures of Success:

- Development and implementation of vetting process for new revenue opportunities.
- Implementation of vetted new revenue opportunities that will help to support financial goal of 1% positive margin by FY2026.



INITIATIVE: OPTIMIZE ENROLLMENT OPPORTUNITIES

Note: This initiative is slated to formally launch in Spring 2023 due to either receiving FY23 USNH BoT investments or due to known complexities and interdependencies to support institutional success metrics.

Summary Statement: Achieve student enrollment that reflects our mission, vision, values, and region while positioning Keene State College for fiscal sustainability. This initiative includes a focus on attracting new students and retaining existing students.

Objectives:

- Enhance brand identity: Strengthen and promote our brand identity as a diverse, student-centered college that transforms lives.
 - Invest USNH strategic marketing dollars to drive applications and awareness.
- Targeted enrollment efforts:
 - Collaborate with athletics on roster expansion for student athletes.
 - Improve transfer student experience and increase transfer enrollment. (This is directly connected to the Streamline Transfer Pathways initiative.)
 - Enhance enrollment of a diverse student, faculty, and staff and increase retention and graduation rates for all students. (This is directly connected to the Improve Equity of Resources and Support initiative.)
- Improve student success persistence and graduation rate. (This work is directly connected to the following initiatives: *Establish Seamless Advising*, *Broaden Participation in High-Impact Practices*, *Expand Career Development*, and *Deliver Transformative Collegiate Curriculum of Distinction*.)

Measures of Success:

- Achieve total enrollment of 3,000 by Fall 2026 R+30 (30 days past registration); (Fall 2022 total enrollment was 2821).
- Support the following financial health success and student success metrics:
 - Increase Six-Year graduation rate of students of color by 5% by 2026.
 - Increase First- to Second-Year Retention from 77% (Fall 2022) to 80% by 2026.
 - Increase Second- to Third-Year Retention from 59% (Fall 2022) to 61% by 2026.
 - Increase Four-Year Graduation Rate from 50% (Fall 2022) to 55% by 2026.
 - Increase Six-Year Graduation Rate from 60% (Fall 2022) to 65% by 2026.
 - Maintain or improve Keene State's position in the *US News World Report* Rankings for Best Regional Colleges North

INITIATIVE: GROW FUNDRAISING

***Note:** This initiative is slated to formally launch in Spring 2023 due to either receiving FY23 USNH BoT investments or due to known complexities and interdependencies to support institutional success metrics.*

Summary Statement: Increase fundraising opportunities via \$20 million Comprehensive Campaign, which is currently underway. This campaign is the largest fundraising effort in Keene State’s history with an express outcome of attracting donations that will be focused on three key areas:

Objectives:	Measures of Success:
<ul style="list-style-type: none">▪ Increase funding for workforce development through internships and other high-impact experiential learning opportunities.▪ Increase scholarships to reduce cost of attendance.▪ Increase funding for faculty and staff professional development opportunities.	<ul style="list-style-type: none">▪ \$20 million raised by June 2025.<ul style="list-style-type: none">▪ Raise \$10 million for current-use dollars and \$10 million for future-use endowment funds.▪ Increase funding for internships/experiential learning, scholarships, and faculty professional development.

INITIATIVE: ENHANCE CAMPUS BUILDINGS, GROUNDS & INFRASTRUCTURE

***Note:** This initiative is slated to formally launch in Spring 2023 due to either receiving FY23 USNH BoT investments or due to known complexities and interdependencies to support institutional success metrics.*

Summary Statement: Achieve efficient and effective use of campus buildings and grounds, with a focus on existing buildings that are currently empty, underutilized, or need investment. Capitalize on the opportunity to reduce current building depreciation and deferred maintenance costs, which supports fiscal sustainability goals. Improvements to academic classrooms, living spaces, and other student-focused areas will benefit current and prospective students by contributing to the vitality and appeal of an updated and more modern campus.

Objectives:	Measures of Success:
<ul style="list-style-type: none">▪ Provide flexible academic spaces, enhanced athletic facilities, improved housing, and more effective use of campus spaces that contribute to improving the student experience.	<ul style="list-style-type: none">▪ Decrease in repairs and maintenance costs.▪ Decrease in depreciation and deferment costs.▪ Increase in enrollment through campus infrastructure supporting recruitment and retention.

PILLAR 3:

INCLUSIVE COMMUNITY & WELL-BEING

INITIATIVE: IMPROVE EQUITY OF RESOURCES & SUPPORT

Note: This initiative is slated to formally launch in Spring 2023 due to either receiving FY23 USNH BoT investments or due to known complexities and interdependencies to support institutional success metrics.

Summary Statement: This initiative calls for innovative thinking, responsive processes, high tolerance for ambiguity, and flexibility of systems to implement a plan for improving equity of campus resources and support to students, faculty, and staff.

Objectives:

- Reestablish the Diversity Commission.
- Examine all current and future policies, procedures, and practices through an equity lens.
- Audit accessibility issues in buildings, bathrooms, and other campus spaces to include disability and gender-neutral facility access.
- Explore options for expanding student accommodations and implement changes to support students where appropriate.
- Explore an economic strategy to improve the retention of faculty, staff, and students by providing faculty, staff, students, and contract workers with an appropriate and competitive compensation and balanced workload (as part of focus on equity of resources in response to campus climate survey).
- Increase diverse background-related topics in First-Year Seminar.
- Increase percentage of courses with diverse background learning outcomes.
- Increase program mentor-student opportunities.
- Expand support for commuter students including exploring options for establishing a commuter lounge.
- Create an ombuds role dedicated to conflict resolution.

Measures of Success:

- Increase percentage of students reporting interactions in class and with peers from different backgrounds as measured in NSSE national survey.
- Establish baseline measure of participation of training and increase participation rates by students, faculty, and staff.
- Expand campus trainings and outreach.
- Improve campus morale.
- Create a more welcoming and supportive community.
- Improve recruitment and retention of diverse students, faculty, and staff.

INITIATIVE: INCREASE SUPPORT FOR STUDENT EMOTIONAL WELL-BEING & MENTAL HEALTH

Summary Statement: Increase student emotional and mental health and well-being by increasing education and support for student needs.

Objectives:

- Provide additional emotional health support/resources for students.
- Provide faculty/staff with current resources and education related to student mental and emotional health and well-being.
- Involve students, faculty, and staff in exploring proven practices among other higher education institutions for addressing the growing need for student emotional/mental health support.
- Calibrate expectations for campus community regarding supports and resources already in place or in development.

Measures of Success:

- Increase capacity at The Wellness Center to provide additional clinical appointments and direct outreach for students' mental and emotional health.
- Provide manageable caseloads for clinical providers within The Wellness Center.
- Develop and provide mental health crisis training and education resources to faculty and staff.
- Increase students' use of and access to preventative and proactive resources and supports.



INITIATIVE: STRENGTHEN CAMPUS CLIMATE OF RESPECT & OPENNESS

Summary Statement: As informed by the Campus Climate Survey, this initiative has a combined approach of educational activities, improvements to institutional processes/systems, and outreach to the city of Keene.

This initiative takes an educational approach to improving the quality of life at Keene State College. Having additional mechanisms and pathways to address Campus Climate Survey issues will improve quality of life and satisfaction for our entire community. (This initiative has strong and noted synergies with other initiatives: Improving Equity of Campus Resources and Support, in terms of improving campus climate, identifying training needs, and exploring need for ombuds role.)

Objectives:

- Examine and expand pathways for resolution of bias-related incidents to improve the quality of response and experience.
- Expand restorative justice training.
- Increase number of campus community-building events.
- Evaluate need for creation of a professional development council to support employee development.
- Increase professional development opportunities.
- Reconvene College-City Commission to enhance communications.
- Consolidate campus communication pathways.
- Address gaps in College community’s understanding of what office/department serves what role on campus.
- Explore value in increasing the frequency of Campus Climate Survey administration to review impact of changes.

Measures of Success:

- Increased percentage of Campus Climate Survey respondents who report being treated respectfully by other students, faculty, staff, administrators, and residents of Keene.
- Increase percentage of Campus Climate Survey respondents reporting having the needed support to be successful in their role.
- Increase percentage of students reporting interactions in class and with peers from different backgrounds, as currently measured in NSSE national survey.



PILLAR 4: STUDENT PATHWAYS TO DEGREE & CAREER

INITIATIVE: ESTABLISH SEAMLESS ADVISING EXPERIENCE

***Note:** This initiative is slated to formally launch in Spring 2023 due to either receiving FY23 USNH BoT investments or due to known complexities and interdependencies to support institutional success metrics.*

Summary Statement: Establish a sustainable advising model and advising infrastructure that is seamless, consistent, and coherent across Keene State College that serves the needs of all students.

Objectives:

- Improve current advising model by working with faculty, professional advisors, and students to re-imagine an advising model to support retention and progress toward degree.
- Hire additional professional advisors.
- Make training and support resources available to all advisors/students.

Measures of Success:

- Calibrate appropriately-sized advising loads for both professional and academic advisors.
- Improve perceptions of advising experience from students, faculty, and staff.
- Increase in First-to-Second-Year and First-to-Third-Year student retention.
- Increase graduation rates.

INITIATIVE: STREAMLINE TRANSFER PATHWAYS

***Note:** This initiative is slated to formally launch in Spring 2023 due to either receiving FY23 USNH BoT investments or due to known complexities and interdependencies to support institutional success metrics.*

Summary Statement: Become a more transfer-friendly institution by improving current processes, removing barriers to transfer students, and reducing processes that require manual intervention. The current transfer application process is slow, involves manual work from multiple different departments, and can take up to three weeks.

Objectives:

- Partner with academic departments to review people, processes, and technology involved in the transfer process.
- Collaborate with academic departments to develop standardized transfer agreements from institutions with highest rate of current transfers into Keene State.
- Review policies with a transfer-friendly lens.

Measures of Success:

- Increase number of transfer students.
- Measurably improve and streamline transfer experience for everyone—students, faculty, and staff.
- Reduce time to process transfer applications.

INITIATIVE: EXPAND CAREER DEVELOPMENT

Summary Statement: Identify actions to elevate career development for current students and recent graduates and gain confidence in post-graduate career placement data. This initiative has synergies with and will require collaboration with the Showcase Post-Graduation Success initiative.

Objectives:

- Invest in expanded staffing model for Career Services. Currently, two staff are serving career development needs of 3,000 students. By expanding services, more resources could be available to serve the career development needs of current students and recent alumni.
- Improve participation rate in post-graduation survey and increase career placement rates.
- Partner with faculty to explore feasibility of developing an upper-level credit-bearing course focused on career planning and collaborate with faculty to explore other opportunities to infuse career development throughout curriculum.

Measures of Success:

- Establish survey participation rate baseline and career placement baselines, based on recent switch to a nationally-recognized post-graduation survey, First Destination.
- Establish goals for annual percentage increase in career placement alignment with comparator and aspirational institutions.
- Promote and highlight career placement success, rooted in confidence in new career placement data.
- Increase career development and planning topics included within curriculum.

STRATEGIC PLANNING TIMELINE: JANUARY 2022 TO DECEMBER 2022

SPRING 2022

January 2022: The Strategic Planning Committee (SPC) launched with 23 members and three ex-officio members. SPC members included representation from campus constituency groups, plus a Cabinet-sponsored at-large application process for faculty and staff. Student representatives were selected by working with Student Assembly and nominations.

Spring 2022: SPC gathered input from students, faculty, staff, and alumni through surveys and listening sessions and shared a SWOT analysis with the community in May 2022.



FALL 2022

June 2022: SPC synthesized the campus feedback, emerging themes, and SWOT analysis into four pillars to represent institutional priorities. Based on campus feedback, SPC also identified improvement areas and need for metrics to track progress. For success metrics, SPC asked Cabinet to draft success metrics with an expectation that pillar teams/SPC would provide feedback.

August 15-October 7, 2022: Each pillar was assigned a team of faculty, staff, and students with Cabinet sponsors. Pillar teams were asked to identify up to four draft initiatives for their specific pillar.

September 2022: Draft success metrics were shared with pillar team/SPC members for feedback.

October 2022: Draft initiatives were reviewed by SPC with a few slight modifications.

October 21, 2022: Draft initiatives were shared with the campus community for feedback. Each initiative also has a more detailed resource and impact statement created by pillar team members.

November 2022: A draft strategic plan with draft success metrics was shared with the campus community on November 15, 2022. This was followed by an open comment period with open forums and anonymous online feedback option through December 1, 2022.

December 2022: Senate and Student Assembly endorsed the strategic plan. Cabinet and President Treadwell approved the strategic plan on December 20, 2022.

IMPLEMENTATION PLANS & STRATEGIC REVIEW

IMPLEMENTATION PLAN

Each initiative will have a/an:

- **Implementation Team:** Small, focused team of faculty, staff, and students. Implementation teams may involve Keene State community members in subject-matter expert role and/or in an advisory role.
- **Team Lead:** A faculty/staff member with expertise and desire to help shape a future path.
- **Sponsor:** A Cabinet member who actively supports the initiative and helps to remove barriers.
- **Project Manager:** A staff person with capacity to facilitate needed action and progress on milestones.
- **Project Charter:** A brief roadmap that outlines the objectives, scope, milestone timelines, roles, responsibilities, and measures of success. As part of the pillar team work, a resource and impact statement was created for each of 13 initiatives to capture discovery work. As part of the implementation effort, pillar team discovery work will be used in creating charters for each of the 13 initiatives.

TIMELINE

- The strategic plan covers four calendar years: 2023, 2024, 2025, and 2026.
- Seven of the thirteen initiatives are slated to formally launch in Spring 2023 due to either receiving FY23 USNH Board of Trustees (BoT) investments or due to known complexities and interdependencies in supporting the institutional success metrics. For the remaining six initiatives, work may continue where possible with an expected strategic review each semester to determine readiness for launching a formal initiative.
- The 13 initiatives already have some work completed and/or work in progress. The focus for the strategic plan is on elevating and prioritizing the critical synergies within and between initiatives to support the desired outcomes and achieve the desired measures of success.
- For each initiative, milestones timelines will be captured within a project charter.



May 2022 Emerging Themes Session



Pumpkin Palooza 2022 – Feedback on Draft Initiatives

STRATEGIC REVIEW

- **Strategic Peer Review Committee:** With the Cabinet approval of the strategic plan, the Strategic Planning Committee completed its charge to recommend a strategic plan to the Cabinet and the President. A new campus group, Strategic Peer Review Committee will be created with campus constituency representatives from students, faculty and staff will be charged to support ongoing transparency and shared governance of the implementation of the strategic plan through a peer review process.

The Strategic Peer Review Committee will be responsible for reviewing project charters, reviewing monthly updates, and participating in mid-semester strategic review session (March and October) with key project representatives, Cabinet members, and other campus community members as appropriate.

- **Campus Community Strategic Review:** Once a semester, strategic review sessions will be available to the full campus community to review progress on the implementation of the strategic plan.
- **Monthly Updates:** Strategic initiatives with charters will be considered active and expected to provide monthly updates. Updates will be available to the campus community on the Strategic Portfolio.
- **Internal Dashboard:** A dashboard is being created for visual tracking of success metrics.

STRATEGIC PLANNING COMMITTEE

JANUARY–DECEMBER 2022

James Beeby

SPC Chair and SPC Lead Team,

Provost & Vice President of Academic Affairs

Jiwon Ahn

Chair, Film Studies Faculty

Justin Blood

Head Baseball Coach

Jacob Favolise '25

Student

Fernando del Ama Gonzalo

Sustainable Product Design & Architecture Faculty

Justine Gaskamp

Administrative Coordinator, Dean's Office

Jonathan Gitelson

Chair, Art & Design Faculty

Casey Justice

SPC Staff Co-Chair and SPC Lead Team,

Director of Community Living & Transitions

Sydney Litchfield '22

Student

Jazzy Mota '25

Student

Chris Odat

Coordinator of Instructional Development

Bill McColloch

SPC Lead Team

Economics Faculty

Marco Pazmino

Community Living Director

Peg Richmond

Director of Admissions

Kirk Sanger

Nursing Faculty

Marilyn Shriver

SPC Lead Team,

Director of Development

Eric Silverman '22

Student

Ralph Stuart

Campus Manager, Environmental Health & Safety

Jessica Trombley

Assistant Director of Campus Safety

Erasme Uyizeye

IT Data Analyst

Mike Wakefield

Journalism, Multimedia, & Public Relations Faculty

Graham Warder

History Faculty

Tammy Warner

SPC Faculty Co-Chair and SPC Lead Team,

Business Management Faculty

EX-OFFICIO MEMBERS

Michelle Wood

SPC Lead Team; Director of Strategic

Project Management

Leatrice Oram

SPC Lead Team; Chief of Staff

Kim Harkness

Executive Assistant to Provost

PILLAR TEAMS

AUGUST 15–OCTOBER 7, 2022

ELEVATE ACADEMICS & INSTITUTIONAL REPUTATION

Justin Blood, *Head Baseball Coach; SPC Member*

Angeleena Davis '23, *Student*

Fernando Del Ama Gonzalo, *Sustainable Product Design & Architecture Faculty; SPC Member*

Amanda Hickey, *Public Health Faculty*

Taneem Hussain, *Women & Gender Studies Faculty*

Karrie Kalich, *Dean of Faculty Affairs*

Melissa Langill, *Senior Mental Health Specialist*

John Lund, *History Faculty*

Chris Odat, *Coordinator of Instructional Development; SPC Member*

Bill McColloch, *Economics Faculty; SPC Member*

Paul Miller, *Director of Strategic Communications*

Celia Rabinowitz, *Assistant Vice President for Academic Engagement & Director of Mason Library*

James Stemp, *Anthropology Faculty*

Charity Sweeney, *Bodyworks Fitness Center Manager*

Andrea Vickers-Sivret, *Interim Director of Alumni Relations*

Michelle Wood, *Director of Strategic Project Management; Pillar Team Project Coordinator*

Team Sponsors

James Beeby, *SPC Chair; Provost & Vice President of Academic Affairs*

MB Lufkin, *Vice President for Enrollment Management & Student Engagement*

FOCUSED GROWTH & FINANCIAL SUSTAINABILITY

Joe Darby, *Music Faculty*

Marc Doyon, *Director of Facility Services*

Jen Ferrell, *Associate Vice President for Student Engagement*

Jen Fritz, *Director of Graduate Studies & Extended Education*

Saira Fida, *Business Management Faculty*

Chad Nye, *Associate Dean of Academic Affairs*

Alexandria Pippin '23, *Student*

Peg Richmond, *Director of Admissions; SPC Member*

James Ronning '24, *Student*

Marilyn Shriver, *Director of Development; SPC Member*

Michele Stone, *Director of Finance Division*

Tanya Sturtz, *Associate Dean of Education*

Tammy Warner, *Business Management Faculty; SPC Member*

Tori Young '25, *Student*

Leatrice Oram, *Chief of Staff; Pillar Team Project Coordinator*

Team Sponsors

Nathalie Houder, *Vice President for Finance & Administration*

Veronica Rosa, *Vice President of Advancement & Constituent Relations*

PILLAR TEAMS

AUGUST 15–OCTOBER 7, 2022

INCLUSIVE COMMUNITY & WELL-BEING

Jeadminas Alexis '25, *Student*

Lynne Andrews, *Director of Campus Recreation & Fitness*

Erasme Uyizeye, *IT Data Analyst, Staff; SPC Member*

Jessica Gagne-Cloutier, *Director of Student Involvement*

Justin Gaskamp, *Administrative Coordinator, Dean's Office; SPC Member*

Karen Jennings, *Psychology Faculty*

Jeff Kazin, *Access Services Manager*

Niall Moran, *Sociology Faculty*

Jazzy Mota '25, *Student; SPC Member*

Trinity Nay, *Audiovisual Operations Coordinator*

Caitlyn Parmelee, *Mathematics Faculty*

Chris Parsons, *Education and English Faculty*

Marco Pazmino, *Community Living Director; SPC Member*

Jessica Trombley, *Assistant Director of Campus Safety; SPC Member*

Debra White-Stanley, *Film Studies Faculty*

Leatrice Oram, *Chief of Staff; Pillar Team Project Coordinator*

Team Sponsors

Dottie Morris, *Associate Vice President for Diversity & Inclusion*

Karen Crawford, *Director of Human Resources*

STUDENT PATHWAYS TO DEGREE & CAREER

Marney Buss, *Dean of Students*

Ryan Cain, *Men's Basketball Coach*

Sue Castriotta, *Associate Provost*

Fitni Destani, *Human Performance & Movement Science Faculty*

Taylor Dunne, *Film Studies Faculty*

Jacob Favolise '25, *Student; SPC Member*

Lisa Hix, *Sustainable Product Design & Architecture Faculty*

Casey Justice, *Director of Community Living & Transitions; SPC Member*

Sarah Kossayda, *Director of Marketing*

Sydney Litchfield '22, *Student; SPC Member*

Jesse Marcum, *Chemistry Faculty*

Bert Poirier, *Senior Associate Director of Admissions*

Kristin Sweeney, *Executive Director Student Academic Support Services*

Mike Wakefield, *Journalism, Multimedia, & Public Relations Faculty; SPC Member*

Graham Warder, *History Faculty; SPC Member*

Michelle Wood, *Director of Strategic Project Management; Pillar Team Project Coordinator*

Team Sponsors

James Beeby, *SPC Chair; Provost & Vice President of Academic Affairs*

MB Lufkin, *Vice President for Enrollment Management & Student Engagement*



Keene State College | 229 Main Street | Keene, NH 03435 | www.keene.edu

Keene State College is a member of the University System of New Hampshire

PUBLISHED JANUARY 2023 | UPDATED MARCH 2025

Photography by Will Wrobel '11 and Michelle Wood