

KEYSTONE COLLEGE
Strategic Plan: Goals, Priorities and Objectives
2015-2016 Progress Report

Goal 1: Academic Excellence

- 1.1 Continued implementation of Master's programs, including one new program this year
 - Graduate programs for 2015-2016 had a total of fifty students enrolled. A third graduate program in Sports Leadership Management commenced in fall 2015 with an initial cohort of nine students.
- 1.2 Inaugurate KCVC
 - Working with Capital Education, Keystone enrolled seventeen students in Keystone College Virtual Campus (KCVC) online platform for fall 2015, eighteen for spring 2016, and thirteen for summer 2016.
- 1.3 Continue Middle States Processes and Report due Fall 2015, and seek additional appropriate reputational accreditations/ endorsements
 - Keystone College's Progress Report to Middle States was submitted on October 1, 2015 and accepted by the Commission on Higher Education at their November 2016 meeting. The next academic program that will pursue accreditation will be Forensic Biology, led by a recently hired Science faculty member with expertise in accreditation.
- 1.4 Explore and initiate interdisciplinary courses and programs
 - The Library provided a comprehensive "learning center" experience. Users of the center were surveyed and usage reports generated to gauge satisfaction and efficiency.
 - Following an examination of the structure and functioning of the Concerts & Lectures annual offerings, recommendations were made for Fall 2016.
- 1.5 Seek ways to institutionalize more opportunities for experiential learning including Advising and Career Development
 - Various tracking initiatives have begun to ensure that students take advantage of the "real world" opportunities provided through the Keystone Promise.

Goal 2: Facilities

- 2.1 Maintain and improve: Entrances, Edges, and Exits with a focus this year on Entrances; develop a priority list for property and asset acquisition and remain poised for entrepreneurial partnerships
 - Refreshing and updating student spaces is ongoing.
- 2.2 Seek to fund capital projects through grants, and begin improvements to the Library when funding available

- Director of Grants in IA Office is currently managing and reporting on \$1,910,525 in open grants for Keystone College, supporting all six strategic plan goals.

Goal 3: Active, Engaged Students

- 3.1 Implement “Stairs to Success” to foster a holistic education and retention experience
- Implementation of the “Stairs to Success” initiatives were completed during 2015-2016 and a consolidated report was prepared with input from the five work groups that addressed academic programs, academic support programs, student life programs, and administrative support programs, as well as the alumni and admissions areas.
- 3.2 Consciously connect all processes and messaging from inquiry stage to admitted to satisfied alumni
- Admissions enhanced the image and tour experience for prospective students by initiating an updated and more appealing display dorm room, tour guide training and new scripting is in progress.
 - Advancement strategies included National Philanthropy Day to acquaint students with the generosity of donors and how their contributions affect student enrollment, retention, and progress.
 - An updated and improved Financial Aid Communication Plan for New and Returning Students was completed and was immediately implemented for all students.
 - Admissions print, email, and social mediacommunications were updated and streamlined in September 2015, including new inquiry, acceptance and scholarship letters, and a new streamlined acceptance package.
- 3.3 Convene a Retention Task Force to promote “a community where learning flourishes”
- The Retention Task force met from July-December 2015 and focused on operational initiatives for student retention.
- 3.4 Intentionally design activities in Student Life and Athletics that promote greater student engagement
- The individual campus visit experience will be enhanced for 2016-2017 by broadening the experience and including more collaboration with faculty and athletics.
 - “Mindfulness,” an ongoing counseling group, was launched this year.
 - A Leadership and Service Living Learning Community was developed, and ten students were selected to participate this academic year. All students completed program requirements and were certified as Keystone College Student Leaders at the annual Leadership Reception at the conclusion of the academic year.
 - Thirty student leaders and two orientation interns were selected to help facilitate New Student Orientation, thereby creating opportunities for student leaders to develop their leadership skills and establish relationships with new students right away.

- The annual Keystone College Leadership Conference was held on Friday, November 13th. Eight student leaders and several clubs/organizations provided many concurrent workshops and a great evening of leadership exercises.
- Residence Life questions were included in the College's student satisfaction survey this year. The data is being used to help to determine what needs to be covered in professional and paraprofessional residence life staff training.
- Participation in musical ensembles at Keystone increased, and total participation now stands at 84 musicians. The Chorale at Keystone and The Keystone Chamber Singers were established and became another quality component of Performance Music at Keystone College. There were over 60 participants in these vocal ensembles during the Spring semester.
- An on-campus New Student Orientation, led by the Admissions Office, took place last August. A new student orientation program has been restructured and a collaborative effort with Admissions, Student Life and Academic Affairs is now in place for fall 2016.

Goal 4: Committed Faculty & Staff

- 4.1 Integrate all systems and services to create a seamless student experience of success with continued attention to customer service and "students first" practices and policies
 - Improved student employment processes by integrating them more systematically with College operations.
 - Accepted Student events and Open Houses were enhanced this year to be more comprehensive and include more collaboration across campus.
- 4.2 Advance ongoing in-house education and professional development opportunities occurred throughout the academic year.
 - Based upon the results of a staff interest survey, the first annual Professional Day was held in March 2016, during spring break, with 75 staff in attendance. Following the Day, post-survey was completed with extremely positive feedback about speakers, topics and collegiality/hospitality of the experience.
 - Faculty were provided opportunities to present at Faculty Colloquia and bring in presenters from outside to present relevant topics.
- 4.3 Encourage community-building activities and celebrations of mission, identity, and legacy
 - Mission matters focus groups were held in March 2016 and provided feedback to the Board of Trustees' April 2016 Retreat regarding the College's mission and identity.
 - Institutional Advancement inaugurated a new donor recognition level and held its first event in May 2016, recognizing consistency in giving to Keystone for at least 10 consecutive years.

Goal 5: Distinctiveness

- 5.1 Ubiquitous dissemination of information that positions Keystone College as the place where students succeed and are transformed through a personalized plan, “Stairs to Success”
- The Stairs to Success *Student Manual* will be piloted for new and transfer students. The *Manual* will be distributed campus wide, and increased communication about its contents will begin fall 2016.
- 5.2 Develop a more explicit and comprehensive presentation on the Website for College and School distinctiveness by highlighting professors, employees, recent alumni/ae and their accomplishments; initiate marketing and graphic re-branding initiatives
- Branding and editorial guidelines were published, which detail appropriate logo and color usage and introduces the “Believe, Belong, Become” tagline and visuals.
 - Migration to a more contemporary, robust web content management system is under way. Completion of migrating the website to the WordPress platform is slated for mid-August 2016.
- 5.3 Implement IncludED digital resources and engage pedagogical and epistemological implications
- Increased wireless signal strength to accommodate additional student devices in classrooms, residence halls, common areas with attention given to reliability.
 - Roll-out of the IncludEd initiative took place in fall 2015 with all students. Bookstore and IT staff coordinated the distribution of iPads, and the Educational Technology department prepared instructional material for ease of understanding and use by faculty and students.
- 5.4 Seek opportunities to cultivate international, national, and regional elements of distinctiveness
- Efforts are under way to increase the number of faculty leading a trip abroad and to increase number of student interest in a study abroad experience.
 - Another highly successful Spring Undergraduate Research and Creativity Celebration was held with a record number of students participating.
 - The tenth annual Gathering, a three-day symposium on creativity and Imagination, was hosted on campus. A collection of presentations from the first ten years was designed and produced to celebrate this anniversary year.

Goal 6: Financial Strength

- 6.1 Develop a Five-Year Plan for Financial Stability and Strength

- A two year, short term financial plan, was developed in June 2016 that coincides with the final two years of the College's strategic plan (2015-2017), and the next plan will be an outgrowth of the priorities and direction set forth in the upcoming strategic planning process in 2017 for 2017-2025.
- 6.2 Achieve a budget surplus for Fiscal Year 2015-2016
- Adjusting the number of courses and sections offered based upon current student enrollment yielded significant savings.
- 6.3 Initiate 2-3 new revenue-generating activities for the 12-month Campus including use of intersessions, summer sessions, online offerings, camps, certificates, master classes, and other programs.
- Keystone College Environmental Education Institute expanded opportunities for environmental-focused education programs for upper level high school students.
 - Two summer camps were held for Hispanic middle school and high school students through the Migrant Education Program.
- 6.4 Continue Preparations for 150th Anniversary Comprehensive Campaign
- Co-chairs for the 150th anniversary celebration have been identified: Dr. Sherry Strain, professor in the School of Arts and Sciences, as well as Mr. Ric and Mrs. Kathy Krebs.
 - Numerous market expansion initiatives are under way for undergraduate admissions.
 - Advancement strategies included a targeted donor visit contact plan in order to continue to nurture strong relationships with current scholarship donors as a means to retain and build philanthropic support. Additionally, a program to recognize the loyalty of longtime donors as a strategy to retain and increase giving was established, and over 100 donors with giving histories of ten consecutive years or more attended the annual Donor Reception where they were honored for their years of loyal giving.
 - Director of Grants in IA Office is currently managing and reporting on \$1,910,525 in open grants for Keystone College, supporting all six strategic plan goals.
 - There was a significant increase in restricted/unrestricted annual and capital funds..
 - Fund raising total for the 2015-16 fiscal year was \$1,447,467, which surpassed the budgeted goal of \$1,186,200.
 - We continued to promote our new online donation system as an easy way to donate to the College.