

Strategic Plan 2035: Elevating Excellence Together

Introduction: At the inaugural 2024 Fall Address, President Mohamed Abousalem announced the spring 2025 launch of a strategic planning process focused on the following 4 priority areas:

1. Advance Academic Excellence
2. Enhance the Student Experience
3. Accelerate Institutional Maturity
4. Elevate the KGI Brand

Informed by President Abousalem's listening and learning tour when he joined KGI, these priorities are key areas of opportunity that will allow Keck Graduate Institute (KGI) to build upon and advance the excellence it established during its first 28 years. Provost and Vice President of Academic Affairs, Megan Prosser, led the strategic planning process.

During the planning process, the vision, mission, and values statements of the institution were also refreshed.

Vision: We will be the preeminent graduate university in applied life sciences and healthcare, equipping the industry and clinical workforce with the skills to discover, develop, and deliver ethical innovations to advance human well-being and uplift our local and global communities.

Mission: We are driven by passion and guided by creativity to forge new pathways in biotechnology and healthcare through distinctive hands-on education and translational research. With a culture rooted in inclusive excellence and interdisciplinary collaboration, we develop leaders who transform discovery and innovation into real-world solutions that create lasting impact within our communities and beyond.

Core Values: Our core values are what we believe, are the reasons why we do what we do at KGI, and will be maintained in all our strategic initiatives:

- **Innovation and Transformation:** Integrate cutting-edge research, interdisciplinary inquiry, and entrepreneurial thinking to challenge conventional thought and drive change in the biotechnology and healthcare industries.
- **Ethics and Leadership:** Emphasize and guide effective solutions that are socially responsible and prioritize the well-being of people and communities.
- **Creativity and Curiosity:** Encourage bold questions, challenge conventional wisdom, promote critical thinking, and explore the advancement of new technologies, solutions, and approaches.
- **Connection and Community:** Develop lasting relationships, foster belonging, encourage interdisciplinary collaboration, and engage all people, thoughts, and ideas.

In addition, KGI holds several **core practices** including active learning, industry and clinical partnerships, and research that will continue to be the hallmarks of our approach. Finally, KGI has strong student outcomes including board pass rates, job placements, and graduation and retention rates, all of which will continue to be the ultimate goals for our strategy.

Planning Process: The strategic process (outlined below) involved gathering community input from all stakeholders including administration, faculty, staff, students, Board of Trustees (BOT), advisory board members, alumni, and industry partners through a variety of in-person and virtual meetings and surveys. This input was distilled by the Strategic Planning Committee and then further refined by the Theme Teams (rosters can be viewed in Appendix 1 and 2 respectively). Another round of community input was obtained on the emerging strategic outcomes and goals for finalization by the Strategic Planning Committee to develop a draft plan. The University Leadership Council (ULC) then finalized the plan for BOT review and approval.



Plan Structure: The Strategic Plan 2035 is developed to be KGI's roadmap for the next decade. For each of the four priority areas (themes), a set of strategic outcomes were defined with three sets of goals – divided into 3-year, 5-year, and 10-year – driving defined key performance indicators (KPIs). It is anticipated that goals will be completed by the designated time point or sooner. Given the 10-year period of the plan, the strategic outcomes and goals may need to be recalibrated to account for the changing external environment, competitive intensity, and internal conditions.

Key Performance Indicators (KPIs): KGI has identified the following 8 KPIs to evaluate the success of the plan:

- **Employee Satisfaction:** Employee perception of morale, workplace culture, communication, recognition, and professional growth experience - employee surveys and employee retention.
- **Enrollment:** Ability to attract, enroll, and retain high quality students in alignment with institutional mission, capacity, and financial goals - total headcount, new student enrollment, enrollment by program, yield rate, strength of applications, retention rate, physical and programmatic capacity, and enrollment established through international partnerships.
- **Financial Sustainability:** Ability to balance revenues and expenses, maintain healthy reserves, invest in long-term priorities, and manage financial risks over time in alignment



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with strategic goals - endowment growth, revenue diversification, operating margin, composite financial index, cash flow, and debt service ratio.

- **Graduate Earnings/Placements:** Proportion of graduates employed or pursuing further education within a defined time after graduation, and their median or average earnings - employment rate, median starting salary, salary growth after 5 years, internship-to-employment conversion, employer satisfaction score, and quality of job or higher education placements.
- **Industry and Clinical Partnerships:** Strength of external partnerships to provide students with hands-on, real-world experience to prepare students for professional practice and workforce readiness - partner satisfaction, renewal of partnership agreements, and number of available internships and rotation sites.
- **Rankings and Reputation:** Standing in academic, professional, and public spheres as reflected by third-party rankings, peer assessments, media visibility, and stakeholder perceptions - earned media, national/global rankings, program-specific rankings, and brand awareness index.
- **Research Awards and Expenditures:** Scale, competitiveness, and impact of the research enterprise - journal citations, journal publications, total annual research awards, total annual research expenditures, and indirect cost recovery rate.
- **Student Satisfaction:** Student perception of their academic experience, campus environment, and institutional support - student surveys and alumni engagement.

The Plan

Priority 1: Advance Academic Excellence

To ensure academic programs continue to align with and advance industry; grow KGI's research enterprise and corporate engagement endeavors; and establish and expand faculty development opportunities to drive long-term excellence in teaching, learning, and research.

By 2035, these efforts will lead to:

- A flexible, innovative, and inclusive academic experience that responds to the evolving landscape of higher education
- Increased enrollment in high demand programs, leading to a minimum of 1000 students enrolled
- Enhanced job placement and graduate earnings as assessed by program benchmarks
- Exceed 80% student satisfaction as determined by the exit survey
- A nationally and internationally recognized faculty community distinguished by continuous growth, interdisciplinary leadership, and real-world impact
- Achievement of Carnegie R2 research status



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- Increased acquisition of federal, state, foundation, and corporate research grants leading to \$30M in annual revenue
- Growth in intellectual property
- 50% increase in high-impact journal publications and 100% increase in journal citations
- Growth in international academic and research collaborations and revenue

Strategic Outcomes	KPIs	3-year Goals	5-year Goals	10-year Goals
Strengthen academic innovation, market relevance, and institutional reach	<ul style="list-style-type: none"> • Enrollment • Financial Sustainability • Graduate Earnings/Placement • Industry and Clinical Partnerships • Rankings and Reputation • Student Satisfaction 	<ul style="list-style-type: none"> • Align academic portfolio and student learning outcomes with the evolving landscape of higher education and market and student demand (<i>Academic Affairs</i>) • Expand nontraditional course offerings (<i>Academic Affairs</i>) • Expand experiential education opportunities (<i>Academic Affairs</i>) • Leverage Board of Trustees and Industry Advisory Boards expertise and networks for expanded opportunities for students and institutional partnerships (<i>RISE</i>) • Increased support for student scholarships (<i>Advancement</i>) 	<ul style="list-style-type: none"> • Enhance AI-driven education and research strategies across disciplines (<i>Academic Affairs, RISE, and IT</i>) • Invest in high-quality, accessible, and tech-enabled learning environments (<i>ULC: Academic Affairs</i>) • Create flexible, cross-functional interdisciplinary degree tracks that address complex global biotechnology and healthcare challenges (<i>Academic Affairs</i>) • Build academic partnerships to expand pipelines, including with the Claremont Colleges (<i>Academic Affairs</i>) • Enhance corporate partnerships to expand 	<ul style="list-style-type: none"> • Implement new funded academic programs that enhance academic portfolio (<i>Academic Affairs, Advancement, and Finance</i>) • Establish centers for academic excellence to support course design and student outcomes (<i>Academic Affairs and Advancement</i>) • Expand workforce development training (<i>Academic Affairs and Marketing and Communications</i>)



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			<p>professional pathways (<i>RISE</i>)</p> <ul style="list-style-type: none">Secure additional endowed professorships in innovative and relevant academic areas (<i>Academic Affairs and Advancement</i>)	
Enhance faculty development with real-world integration	<ul style="list-style-type: none">Employee SatisfactionRankings and Reputation	<ul style="list-style-type: none">Expand relevant faculty development activities/workshops (<i>ACE</i>)Recognize and reward scholarly contributions through additional internal grants (<i>RISE and Advancement</i>)	<ul style="list-style-type: none">Integrate advisory board expertise into faculty development workshops and mentoring (<i>RISE and ACE</i>)Increase external funding to support on-campus faculty development programming (<i>Advancement</i>)Ensure that equitable professional development plans are developed for each faculty member annually (<i>Academic Affairs</i>)Develop an academic leadership pathways program (<i>Academic Affairs</i>)	<ul style="list-style-type: none">Grow external funding to support faculty continuing education courses and conference attendance to enhance curricular relevance (<i>Advancement</i>)Launch industry fellowship opportunities for faculty to enhance teaching relevance (<i>RISE</i>)Create a center for faculty excellence (<i>ULC: Academic Affairs and ACE</i>)Create a faculty healthcare practice/service center connected to community needs (<i>ULC: Academic Affairs and ACE</i>)
Grow the research enterprise	<ul style="list-style-type: none">Financial SustainabilityRankings and Reputation	<ul style="list-style-type: none">Increase the number of industry-sponsored, industry-hosted, and international PhD students (<i>RISE</i>)	<ul style="list-style-type: none">Increase the number of research active faculty with expertise in emerging and	<ul style="list-style-type: none">Establish externally funded interdisciplinary research



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	<ul style="list-style-type: none"> Research awards and expenditures 	<ul style="list-style-type: none"> Grow the institutional research culture (<i>RISE</i>) Increase the number of endowed professorships with funding support for research endeavors (<i>Academic Affairs and Advancement</i>) Streamline grant routing (<i>RISE</i>) Increase the number and size of grants submitted year over year (<i>RISE</i>) 	<p>high-impact fields (<i>Academic Affairs</i>)</p> <ul style="list-style-type: none"> Increase the overall research revenue (<i>RISE</i>) Develop the process for IDC to fund new research initiatives (<i>RISE</i>) Increase research partnerships internally and externally (<i>Academic Affairs and RISE</i>) 	<p>centers (<i>RISE and Advancement</i>)</p> <ul style="list-style-type: none"> Elevate the research infrastructure to include state-of-the-art facilities, technology, and support for grant submission (<i>RISE, Advancement, and Facilities</i>) Develop a fund to support student and faculty research activity (<i>Advancement</i>) Award at least 20 research doctorates annually (<i>RISE and Academic Affairs</i>)
Increase national and global engagement	<ul style="list-style-type: none"> Enrollment Financial Sustainability Rankings and Reputation 	<ul style="list-style-type: none"> Strengthen KGI's position as an academic institution for international collaboration (<i>Academic Affairs, Marketing and Communications, and Admissions and Enrollment Management</i>) Develop a presence and participate in prestigious global organizations and scientific societies (<i>Academic Affairs</i>) 	<ul style="list-style-type: none"> Develop academic partnerships and establish international student pipelines to grow academic reach (<i>Academic Affairs and Admissions and Enrollment Management</i>) Increase participation in international research partnerships and PhD student pipelines (<i>RISE</i>) 	<ul style="list-style-type: none"> Establish collaborative programs with international institutions (<i>Academic Affairs</i>) Develop global educational and experiential sites to expand international reach (<i>Academic Affairs</i>)

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Priority 2: Enhance the Student Experience

To expand holistic student support — academic advising, career services, and mental health support; build and nurture an ecosystem that facilitates innovation and entrepreneurship; and create a lifelong engagement strategy for students and alumni.

By 2035, these efforts will lead to:

- KGI ranked as an institution that provides a welcoming and supportive campus to all students
- Student belonging and support at KGI will exceed national norms
- Improved student engagement with and sense of belonging to The Claremont Colleges
- 75% of students participating in student-led orgs, affinity groups, mentorship programs, or campus events
- 90% of students securing employment within six months of graduation or enrollment in an advanced degree program or professional training within 12 months of graduation, supported by robust professional development infrastructure
- 20% of alumni participating in meaningful ways with the institution—through philanthropic contributions, volunteering, event attendance, or active communication
- Maintaining impressive graduation and retention rates that exceed national norms

Strategic Outcomes	KPIs	3-year Goals	5-year Goals	10-year Goals
Expand holistic student support that promotes a culture of belonging and well-being	<ul style="list-style-type: none"> • Enrollment • Rankings and Reputation • Student satisfaction 	<ul style="list-style-type: none"> • Conduct a campus experience audit to identify priority needs and areas of improvement (ULC: <i>Student Affairs</i>) • Develop student wellness committee (Student Affairs) • Increase safety on campus through environmental improvements, trainings, and timely communication (ULC: <i>Facilities</i>) 	<ul style="list-style-type: none"> • Augment Student Affairs services, including additional expertise in mental health and emergency responses (Student Affairs) • Enhance student leadership pipelines with appropriate training (Academic Affairs and Student Affairs) • Upgrade existing and develop additional meal-specific gathering places (ULC: <i>Facilities</i>) 	<ul style="list-style-type: none"> • Ensure that students have access to a student store that offers program specific merchandise, classroom/ experiential learning supplies, etc. (Academic Affairs and Finance) • Develop spaces for community gathering, physical health, and restoration (Facilities) • Create a Student Academic Success Center including



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		<ul style="list-style-type: none">• Evaluate opportunities to increase wellness and socialization that align with academic schedules (<i>Academic Affairs and Student Affairs</i>)• Increase partnerships to enhance student discounts in the community (<i>Student Affairs</i>)• Establish comprehensive resources to support mental health crisis prevention and response (<i>Student Affairs</i>)• Implement campus-wide peer mentoring network, with specialized programming to assist international students (<i>Academic Affairs</i>)• Increase support services for nontraditional students and commuters (<i>Student Affairs and Academic Affairs</i>)• Re-evaluate and re-engage with TCC services to develop tiered student service options and ideal programming	<ul style="list-style-type: none">• Create a fund to enhance academic tutoring support including engagement of alumni/industry professionals (<i>Advancement</i>)• Expand occupational therapy support services (<i>Student Affairs</i>)• Increase access to affordable and flexible transportation options (<i>Student Affairs and Finance</i>)• Host on-campus pop-up fitness events (<i>Student Affairs</i>)• Grow the emergency fund that assists students facing financial hardship (<i>Advancement</i>)	<p>statistical support, tutoring, and a writing center to prepare students for higher level healthcare and research writing (<i>ULC: Academic Affairs and Student Affairs</i>)</p> <ul style="list-style-type: none">• Develop on-campus clinical services (with virtual options) that provide all students immediate access to emotional support and mental health care (<i>ULC: Student Affairs</i>)
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		for graduate students (<i>ULC: Finance and Student Affairs</i>)		
Grow career and professional development pathways	<ul style="list-style-type: none">• Enrollment• Graduate Earnings/Placement• Rankings and Reputation• Student Satisfaction	<ul style="list-style-type: none">• Increase the number of community and industry partnerships for health sciences programs and international students (<i>Career Services and RISE</i>)• Increase opportunities for students to engage in resume development or interview preparation (<i>Career Services</i>)• Grow scholarship fund to support student conference attendance (<i>Advancement</i>)• Develop a professional development committee dedicated to developing, curating, and promoting events/opportunities that reflect the evolving needs of the student body (<i>Student Affairs and Academic Affairs</i>)• Curate additional alumni/faculty-led events, panels, and	<ul style="list-style-type: none">• Strengthen support for internship placement across programs (<i>Career Services</i>)• Offer badges and microcredentials for student participation in professional development events/opportunities (<i>Student Affairs and Academic Affairs</i>)	<ul style="list-style-type: none">• Deploy dedicated career counselors that specialize in various disciplines (per school) (<i>Career Services</i>)• Establish a state-of-the-art facility supporting interdisciplinary learning, events, and programming (<i>ULC: Academic Affairs and Facilities</i>)



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		mentorship (Academic Affairs and Advancement)		
Foster lifelong student- alumni community	<ul style="list-style-type: none"> Enrollment Rankings and Reputation Student Satisfaction 	<ul style="list-style-type: none"> Grow alumni-student mentorship opportunities (Academic Affairs and Advancement) Increase alumni participation through events, guest speaking, and networking panels (Academic Affairs and Advancement) 	<ul style="list-style-type: none"> Establish a centralized digital platform for alumni-student collaboration and job connection (Academic Affairs, Advancement, Career Services, and IT) Support alumni in their career development by offering discounted continuing education and certifications (Academic Affairs, Admissions and Enrollment Management, and Finance) Establish alumni-student mentorship program (Academic Affairs and Advancement) Build a support network for alumni entrepreneurship (RISE and Advancement) 	<ul style="list-style-type: none"> Grow a sustainable alumni fund to support scholarships, internships, and student programs (Advancement) Organize annual large-scale alumni-student events (conferences, career fairs, mentorship workshops) (Academic Affairs, Student Affairs, and Advancement)

* Denotes responsible owner

Priority 3: Accelerate Institutional Maturity

To elevate KGI's culture of continuous improvement to optimize admissions processes and increase enrollment, expand long-term partnerships with domestic and international academic institutions and corporate entities, and grow KGI's philanthropic operations.

By 2035, these efforts will lead to:

- Financial sustainability evidenced by consistent year-over-year operating surpluses
- Scalable systems and policies that accommodate 2000+ students



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- 95% of institutional policies up to date on an ongoing basis
- 90% employee satisfaction
- 90% employee retention
- Campus Master Plan can accommodate 2000+ students with optimal space utilization
- Modern, universal design, and sustainable facilities reflect KGI's mission and strategic growth
- The physical environment enhances recruitment, retention, and institutional reputation
- Campus planning is fully integrated into the strategic and budget cycles
- Endowment growth to \$100M
- Achievement of capital campaign goal
- Endowment growth through targeted campaigns

Strategic Outcomes	KPIs	3-year Goals	5-year Goals	10-year Goals
Establish a culture of enhanced data-driven operations	<ul style="list-style-type: none"> • Employee Satisfaction • Financial Sustainability • Industry and Clinical Partnerships • Student Satisfaction 	<ul style="list-style-type: none"> • Assess, streamline, and upgrade core systems, retiring redundant tools (<i>IT</i>) • Develop trainings for all new employees on how to access central institutional policies repository, SOPs and the review process (<i>Human Resources</i>) • Create standard agreements/templates for use with new and renewed partnerships (<i>Legal Counsel</i>) • Create a searchable digital policy database (<i>IT and Legal Counsel</i>) • Develop institutional dashboards to support evidence-based decision-making (<i>ULC</i>) 	<ul style="list-style-type: none"> • Centralize systems administration and implementation (<i>IT</i>) • Develop AI enterprise applications across all divisions, implementing emerging technologies and tools and engaging TCC for innovative systems (<i>ULC: IT</i>) • Develop business intelligence support and systems (<i>IT</i>) • Establish a risk management office (<i>Finance and Administration</i>) 	<ul style="list-style-type: none"> • Optimally integrate systems and operational procedures/policies with documented support and continuity plans (<i>ULC:IT</i>) • Modernize critical enterprise level systems to accommodate increased student, faculty, and staff numbers (<i>ULC: Finance & Administration</i>)



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		<ul style="list-style-type: none">• Establish an annual review schedule for policies and SOPs utilizing a universal process documentation tool (<i>Legal Counsel</i>)• Establish an annual review schedule for the alignment of BOT and Industry Advisory Boards membership and processes with institutional goals and needs (<i>President's Office</i>)• Develop a data governance strategy across all business units (<i>ULC: ACE, IT, and Legal Counsel</i>)• Develop a comprehensive risk and crisis management strategy across all business units (<i>ULC: Finance and Administration</i>)		
Employee growth, equity, and retention	<ul style="list-style-type: none">• Employee Satisfaction• Financial Sustainability	<ul style="list-style-type: none">• Increase opportunities to recognize and celebrate faculty and staff successes (<i>Human Resources and Marketing and Communications</i>)• Conduct a comprehensive job classification, role review, and compensation audit and adjust as needed (<i>Human Resources</i>)• Launch an annual employee satisfaction survey (<i>Human Resources</i>)	<ul style="list-style-type: none">• Develop and initiate implementation of a 5-year hiring and growth plan with succession planning models (<i>ULC: Human Resources</i>)• Complete 360 leadership evaluation cycle for all members of Cabinet and Academic Leadership Team (<i>President's Office</i>)• Complete a strengths-based assessment for all	<ul style="list-style-type: none">• Provide resources to maintain a high level of employee retention (<i>ULC: Human Resources</i>)• Be an employer of choice (<i>ULC: Human Resources</i>)



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		<ul style="list-style-type: none"> • Explore flexible hiring and compensation models to acquire top talent (<i>Human Resources and Legal Counsel</i>) • Establish a comprehensive professional development plan including leadership training (<i>Human Resources</i>) 	<p>employees (<i>Human Resources</i>)</p> <ul style="list-style-type: none"> • Update the RDA model to offer competitive start-up funds for research faculty (<i>RISE, Advancement, and Finance</i>) • Provide services and support to foster holistic employee wellness including routine benefits assessment (<i>Human Resources</i>) 	
Align fiscal and physical infrastructure with institutional vision	<ul style="list-style-type: none"> • Employee satisfaction • Enrollment • Financial Sustainability • Rankings and Reputation • Student Satisfaction 	<ul style="list-style-type: none"> • Conduct a campus needs assessment tied to enrollment and program growth projections (<i>ULC: Finance & Administration</i>) • Launch development of a Campus Master Plan integrated with academic, research, and student life priorities (<i>ULC: Facilities</i>) • Prioritize short-term upgrades (ADA compliance, safety, space optimization, etc.) (<i>Facilities</i>) • Establish a budget advisory group (<i>ULC</i>) • Align budget forecasting with strategic plan and institutional mission, including regular budget training and RFP process (<i>Finance</i>) • Achieve a balanced budget (<i>Finance</i>) 	<ul style="list-style-type: none"> • Finalize and adopt Campus Master Plan (<i>ULC: Finance & Administration</i>) • Begin phased renovations and construction aligned with strategic goals (<i>Facilities</i>) • Leverage the Campus Master Plan to attract donors and partnerships (<i>Advancement and RISE</i>) • Demonstrate increases in non-tuition revenue streams (<i>ULC: Finance</i>) • Achieve operational surplus (<i>Finance</i>) 	<ul style="list-style-type: none"> • Complete key facility upgrades and expansions (<i>Facilities</i>) • Use the Campus Master Plan as a lever for enrollment growth, academic innovation, and community presence (<i>Academic Affairs and Admissions and Enrollment Management</i>) • Maintain strong operating margin (<i>Finance</i>) • Sustain a growing diversified revenue stream (<i>Finance</i>) • Promote KGI as a community hub by advertising rentable space for public events (<i>Marketing and Communications and Facilities</i>)



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Fuel fundraising and philanthropic growth	<ul style="list-style-type: none"> Financial Sustainability 	<ul style="list-style-type: none"> Create a compelling philanthropic campaign (including a capital campaign) with an identity that aligns with KGI's vision and brand (<i>Advancement</i>) Launch the quiet phase of the capital campaign (secure lead/anchor gifts from board members, high-net-worth alumni, and industry partners) (<i>Advancement</i>) 	<ul style="list-style-type: none"> Launch the public phase of the capital campaign launch (announce campaign goals, showcase early progress, and rally broad support) (<i>Advancement</i>) Promote additional tailored giving opportunities in line with strategic priorities (naming rights, innovation funds, scholarships, etc.) (<i>Advancement</i>) Implement national roadshows or regional events in biotech hubs (<i>Advancement and Marketing and Communications</i>) Strengthen donor cultivation through giving societies, stewardship tiers, and legacy giving options (<i>Advancement</i>) Demonstrate campaign progress and student outcomes (<i>Marketing and Communications</i>) 	<ul style="list-style-type: none"> Publicize outcomes and impact of the capital campaign (<i>Marketing and Communications</i>) Launch a permanent donor recognition program (<i>Advancement</i>) Leverage campaign success into strategic growth (<i>ULC</i>) Maintain donor momentum and plan for a next-phase endowment or innovation campaign (<i>Advancement</i>)
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* Denotes responsible owner

Priority 4: Elevate the Brand

To grow the Institute's young brand and bring KGI to the world, elevating students, faculty, staff, and graduates and supporting academic excellence, industry partnerships, and philanthropy. Advance shared goals under one shared vision and create a culture that celebrates collective success.



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By 2035, these efforts will lead to:

- Increased application and yield rate across programs, leading to a minimum of 1000 students enrolled
- Inclusion and improvement in reputable rankings
- Increase in earned media hits/year and mentions in local outlets
- Amplified presence, awareness, and recognition by prospective students, industry, employers, local community, and the general public.
- Expansion of industry and clinical partnerships with increased renewal rates across all business units

Strategic Outcomes	KPIs	3-year Goals	5-year Goals	10-year Goals
Unify and Strengthen KGI's brand identity and recognition by the global community	<ul style="list-style-type: none"> • Employee Satisfaction • Enrollment • Rankings and Reputation • Student Satisfaction 	<ul style="list-style-type: none"> • Create and distribute brand kits and master messaging guides defining the brand value (<i>Marketing and Communications</i>) • Standardize merchandise production (<i>Marketing and Communications</i>) • Ensure consistent and impactful representation of our membership as a Claremont College in brand materials (<i>Marketing and Communications</i>) • Equip faculty and staff attending conferences with branded info packets and 	<ul style="list-style-type: none"> • Conduct brand perception study across stakeholders (<i>Marketing and Communications</i>) • Use data to iterate visual identity, language tone, and message alignment (<i>Marketing and Communications</i>) • Launch KGI Citizenship/Affiliation workshops to teach the brand's values, story, and internal programs (<i>Marketing and Communications</i>) 	<ul style="list-style-type: none"> • Conduct brand perception study across stakeholders to assess impact of updated strategies and guide continued iterative change (<i>Marketing and Communications</i>) • Engage partners to display KGI swag (i.e. KGI coffee sleeves at coffee shop) (<i>Marketing and Communications</i>)



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		<p>promotional swag (<i>Marketing and Communications</i>)</p> <ul style="list-style-type: none">• Leverage Board of Trustees and Industry Advisory Boards expertise and networks to expand KGI's recognition domestically and internationally (<i>President's Office</i>)• Promote KGI as a workforce development leader (<i>Academic Affairs and Marketing and Communications</i>)• Enhance institutional branding as a research institution (<i>Marketing and Communications</i>)		
Showcase KGI's value and impact on education, healthcare, and society	<ul style="list-style-type: none">• Enrollment• Industry and Clinical Partnerships• Rankings and Reputation• Research awards and expenditures (\$)	<ul style="list-style-type: none">• Increase ability to track alumni and partner affiliation and success (<i>RISE and Advancement</i>)• Gather and promote alumni and industry partner testimonials via website, social media, and YouTube (<i>Academic Affairs, RISE, Marketing and Communications, and Advancement</i>)	<ul style="list-style-type: none">• Develop STEM career presentations and engagement activities targeting K-12 and undergraduate audiences and parents (<i>Academic Affairs and Marketing and Communications</i>)• Expand the use of social media and events to engage parents of prospective students (<i>Marketing and Communications</i>)• Increase engagement with reputable educational ranking	<ul style="list-style-type: none">• Host Beaker Con - a large-scale, recurring KGI-wide event with workshops, booths, and hands-on experiences for all age groups (<i>ULC: Marketing & Communications, Advancement, and Academic Affairs</i>)• Establish deeper community and industry



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		<ul style="list-style-type: none">• Create a global alumni impact map (<i>Advancement and Marketing and Communications</i>)• Launch a regular digital and print newsletter targeting community, academic, healthcare, and industry partners (<i>Marketing and Communications</i>)• Participate in Claremont events (e.g., Village Venture, Farmers Markets), use bus/metro ads, and provide public event visibility (<i>Marketing and Communications</i>)• Develop a student ambassador program featuring KGI life, events, and achievements (<i>Marketing and Communications and Student Affairs</i>)• Promote KGI as a community hub by hosting public events (<i>ULC: Academic Affairs and Advancement</i>)	entities (<i>Marketing and Communications</i>)	collaborations via start-up competitions, TED-style talks, and joint events with industry and academia (<i>Academic Affairs and RISE</i>)
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		<ul style="list-style-type: none"> Enhance use of educational rankings in KGI's marketing materials (Marketing and Communications) 		
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Implementation and Assessment Plan: Each of the initiatives has an owner designated in the plan. In addition, each priority will have an implementation team chaired by a Cabinet member and co-chaired by University Leadership Council member. The implementation team rosters will be made available soon. The implementation team will track progress on initiatives for the designated priority. Divisional strategic plans will also be developed in alignment with the Strategic Plan 2035: Elevating Excellence Together institutional strategic plan (for instance the School-specific, RISE, ACE, and Belonging and Engagement strategic plans). The President's Office will provide a yearly report of strategic planning progress at the annual Fall Address. As the Strategic Plan 2035: Elevating Excellence Together plan comes to an end, planning will commence for Strategic Plan 2045 in 2033.

Appendix I

Strategic Planning Committee Members

Megan Prosser
Michelle Pilch
Stephanie Kourtakis
Ryan Mahler
Kelly Auld-Wright
Dani Lombardi
Jeniffer Hernandez
Erin Gysbers
Maxim Polonsky
Ken Mashinchi
Yolanda Moses

Barbara Fortini
Jennifer Rangel
Elizabeth Emerald
Christine Ashikyan
Katrina Minor
Johnny Lacey
Jackie Lau
Rahul Singhvi
Emir Osmanagic
Thomas Tredennick
Rebecca Herrera



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Appendix II

Theme Team Members

Advance Academic Excellence

Stephanie Kourtakis (co-chair)

Ryan Mahler (co-chair)

Josh Morris

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