



Executive Summary

Keeling & Associates (K&A) works with colleges, universities, and professional organizations to strengthen vision, strategy, and results in higher education.

Typical projects include:

- Consulting and technical assistance in institutional strategy
- Organizational and administrative restructuring
- Academic planning
- Building capacity to develop and assess student learning outcomes and indicators of institutional or operational effectiveness
- Improving student services
- Enhancing the student experience
- Professional development programs and workshops for faculty and staff
- Preparing the institution, or specific schools, departments, or services, for successful accreditation
- Building a healthy campus community
- Campus/facilities planning to support the institutional mission and education of the whole student

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K&A—Partnerships In Higher Education:

Keeling & Associates (K&A) was founded in 1984, when Richard P. Keeling, MD, our CEO, began working with colleges and universities to help strengthen their health-related programs and services.

For Keeling & Associates, "health" has always been a comprehensive quality that means more than just fitness or wellness, and isn't limited to medical factors. It expresses both a state of well-being and the capacity to learn – and it encompasses not just individual students, but also the communities they share.

Recognizing the close relationships between health and learning, the company soon broadened its focus to include not only the many components of the student experience, but also the factors that influenced learning itself, and the quality of the campus learning environment.

Building on Dr. Keeling's experience in both the academic faculty and student affairs, K&A worked independently and with professional organizations in higher education to advance a holistic view of learning that drew upon all campus resources to engage and transform students. Twenty-two years after we began, K&A is now a comprehensive higher education consulting firm with credentials, expertise, and skill in both academic and out-of-classroom programs and services.

What We Do & Who We've Done it For:

K&A consults with colleges and universities (Presidents, Chief Academic Officers, senior Student Affairs administrators, Governing Boards, Directors of Health and Counseling, student and faculty groups), not-for-profit organizations, and ethical businesses that can help students and campuses achieve their goals and improve their learning outcomes.

Our Most Recent Accomplishments:

- Academic strategic planning that takes advantage of all campus resources to promote learning
- Engaging student affairs professionals and faculty members in defining and assessing student learning outcomes
- Exploring and implementing new administrative and organizational arrangements to support greater collaboration between academic and student affairs
- Helping colleges and universities review and restructure student services to improve results
- Helping businesses tailor their products and services to meet the needs of universities – and helping universities implement and get the greatest value from those products and services (examples: student health insurance, alcohol prevention, electronic medical records)
- Working through professional organizations and with individual campuses to promote, implement, and evaluate progressive, engaged pedagogies

Some of our most recent clients include:

In Higher Education

- Acadia University
- Columbia University
- DePaul University
- Georgia State University
- Murray State University
- New York University
- Ontario College of Art and Design
- Ryerson University
- Thomas Edison State College (NJ)
- University of the Pacific
- University of Pennsylvania
- University of San Francisco
- University of South Florida
- University of Toronto
- University of Toronto at Mississauga
- University of Wisconsin-Milwaukee
- University of Wisconsin-Whitewater
- University of Virginia
- Valdosta State University
- Villanova University

In Business, Government and Not-For-Profit

- Association of Independent Colleges and Universities in New Jersey (AICUNJ)
- Canadian Centre for the Study of Higher Education (CCSHE)
- Chicago Area Project
- Council on Legal Education Opportunity (CLEO)
- National Association of Student Personnel Administrators (NASPA)
- National Youth Advocacy Coalition (NYAC)
- Outside the Classroom, Inc.
- Science Education for New Civic Engagements and Responsibilities (SENCER)
- Student Resources
- William Jewett Tucker Foundation at Dartmouth

Our Mission & Goals in Higher Education:

K&A works to advance vision, strategy, and results in higher education.

Our goals are:

- To produce learning outcomes that really matter to students, institutions, and society
- To support greater collaboration between academic and student affairs programs; we want to help create a comprehensive college curriculum
- To strive for an institution-wide focus on transformative education and preparation of the whole student
- To develop more engaged educational methods and practices
- To help produce a higher "rate of return" on our society's investment in higher education
- To create healthier and safer campus communities
- To support more flexible and inspiring learning environments
- To improve the student experience
- To provide assistance in developing more responsive student services

Our Added Value:

Providing our clients with unique ideas and answers requires the participation of unique professionals.

K&A's community of consultants and Senior Associates play an integral part in delivering the results our clients have come to expect. Our consultants and Senior Associates – who serve as key members of many K&A project teams – are experienced professionals and recognized leaders in their fields. They include:

- Academic deans and professors
- Senior Student Affairs officers
- Provosts and Vice Presidents for Academic Affairs
- Directors of health and counseling services
- Administrators and business officers from higher education
- Business executives, planners, and leaders

It is the balance of perspectives from our consultants and Senior Associates – different views, attitudes, and expertise, but with common values and a shared vision for the future of higher education – that enables us to understand your work, "see" your opportunities, and precisely respond to your interests with successful results and outcomes.

K&A's staff consultants and Senior Associates not only understand the challenges you face, but have often experienced similar situations in their own professional lives – and have worked through the process to transform problems into opportunities.

Our Service Philosophy—Client Partnerships:

In every project we deliver, we collaboratively develop and share the mission and goals of our clients' work – improving vision, strategy, and results in higher education. With that in mind, we prefer to think of our client relationships as partnerships devoted to achieving these common goals. Our clients share that view; it was, in fact, a client who first used the term *partnership* to define their work with us. Our client relationships have always been just that – partnerships in which we call upon each other to reach our common goals. Specific projects have always had a defined lifetime – a beginning and an end – but our *relationships* with our clients have naturally continued in this way.

We believe that as our partnerships focus on improving vision, strategy, and results on individual campuses, we are actually contributing to strengthening those qualities in higher education as a whole.

Whether you represent a college or university, higher education association, business, not-for-profit organization, or government, we share your mission and goals – and when we work together, we are *partners*.

Leadership:

K&A has worked as a partner with more than 600 colleges and universities, higher education associations, businesses, not-for-profit organizations, and government agencies to help them advance vision, strategy, and results in higher education. Through these partnerships, we strengthen student learning, define and document outcomes, reorganize resources for maximum benefit, advance the health of students, create healthier and safer campus communities, and improve the student experience.

Our founder, Dr. Keeling, directed the Department of Student Health and held progressive faculty rank in the School of Medicine at the University of Virginia for 13 years. He left Virginia to serve as Executive Director of University Health Services and Professor of Medicine at the University of Wisconsin-Madison until 1999. In both institutions, he was the only person who was simultaneously a tenured regular faculty member and a senior student affairs administrator. His clinical experience, teaching, and medical scholarship center on immunodeficiency diseases and their effects on individuals, society, and culture. He served two terms as Editor of the *Journal of American College Health* and is a past president of the American College Health Association and three other professional organizations. He is the author of more than 125 articles, chapters, monographs, and books on student learning, college health, student affairs, and higher education administration and services. Dr. Keeling is a Senior Fellow of the National Center for Science and Civic Engagement and has received the highest awards of both the American College Health Association and the National Association of Student Personnel Administrators (NASPA).

He is most interested in strengthening liberal education, improving our ability to educate students as whole people, creating healthy campus communities, and establishing and assessing learning outcomes in higher education. Dr. Keeling has served as Editor for both *Learning Reconsidered: A Campus-Wide Focus* on the *Student Experience* and *Learning Reconsidered 2*.

A Shared Vision:

All of K&A's consultants and Senior Associates share Dr. Keeling's vision for advancing liberal learning, strengthening student outcomes, and improving health-related programs and services.

Project Management:

Project management is a discipline that we embrace wholeheartedly to ensure the highest quality of service and consistent success for our clients. K&A's Client Partnership Director uses advanced project management processes and technology to guarantee that the right resources are allocated to each phase of our projects and that the priorities of the project are always maintained and delivered on time and within budget.

Client Expectations:

K&A works hard to identify and satisfy client expectations through its *K&A Client Care* program, which is closely integrated with project management.

The K&A Client Partnership Director for each project will work closely with your designated representatives to ensure that your needs, requirements, and preferences are respected and addressed in every part of the work.

Measuring Success:

At the start of each K&A project, we work with the client to develop measures of success for deliverables, timelines, and project milestones. We use these measures to ensure that we consistently deliver precise and effective consulting services and technical assistance.

Accountability – Quality Assessment:

As part of our effort to continuously improve the quality and level of service to our clients, we have designed and implemented a process to assess the performance of the members of our project teams and the value of our deliverables. This process includes offering our clients an opportunity to provide candid feedback in a comfortable and productive manner.



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