Lackawanna College Institutional Strategic Plan

2021 ◀┈┈┈┈┈┈┈┈┈┈┈┈┈┈┈┈┈▶ 2025

Lackawanna College used the COVID-19 pandemic to re-imagine our institutional identity and purpose. This Strategic Plan, created in the midst of the pandemic, builds from our decades of experience fulfilling the educational needs of the communities we serve.

This ISP has the central theme of creating a positive social and economic impact on Northeastern PA and beyond. Lackawanna College catalyzes regional transformation by encouraging individuals and families to break cycles of poverty through education and the attainment of quality careers.

Mission: Provide a quality education to all those seeking to better their lives and the communities in which they live. (Unchanged)

Value Statement: LC provides affordable career-focused education from experienced practitioners with personalized student support. (Unchanged)

Core Values: (Derived from work in 2019 on value proposition)

- Academic quality
- Value/affordability
- Social and economic impact
- Meaningful partnerships with industry, other institutions of higher education, regional K-12 entities, and other non-profits
- Student support and engagement that meets learners where they are.
- Diversity in all its forms
- Employee empowerment/culture

Goal 1: Strategically grow certificate and degree seeking enrollment to 2500 students.

Objective 1. Enroll 110 students in the Center for Technology Innovation.
Objective 2. Increase enrollment at satellite centers by 150 students.
    a. Hazleton Center growth
    b. New Milford Center relocation/launch of Tunkhannock Center
    c. Expand bachelors level offerings to centers strategically.
Objective 3. Increase Scranton enrollment by 200 students.
    a. Fill specialty programs to capacity.
    b. Increase bachelor's enrollment.
    c. Increase number of returning students.
    d. Fill each sports roster to capacity.
    e. Reach annual Continuing Education enrollment targets.
Objective 4. Increase enrollment in online programs by 40 students.

Goal 2: Enhancing the value of a Lackawanna College education.

Objective 1. Increase one-year retention rate to 70% by 2025.
Objective 2. Increase graduation/transfer out rate to 65% by 2025.
Objective 3. Achieve graduate job placement rate of a minimum of 85%.
Objective 4. Enhance real world opportunities to apply educational knowledge and the attainment of program objectives.
    a. Venture Lab
    b. Internships/Coops
    c. Project-based learning
    d. Fellowships

Goal 3: Expand academic offerings in high-demand sectors, using on-ground, online and hybrid modalities.

Objective 1. Launch Center for Technology Innovation with at least three educational programs.

Objective 2. Launch new certificate and degree programs in response to demonstrated need.

Objective 3. Expand educational pathways for students at all educational levels, with a special focus on high school students.

Objective 4. Expand high performing workforce development programs to additional centers and add new programs that meet "High Priority Occupation" classifications while partnering with local workforce agencies to attract eligible students.

Goal 4: Enhance Lackawanna College's social and economic impact within our community.

Objective 1. Establish an Office of Social and Economic Impact.

Objective 2. Lead at least one multi-stakeholder project focused on the betterment of our community each year.

Objective 3. Foster a culture that represents and reflects diversity, equity, and inclusion.

Objective 4. Expand the number of industry leaders represented in program-specific advisory boards and LC job fairs by 10%.

Objective 5. Support employee involvement in College-supported internal and external initiatives.

Goal 5: Strengthen institutional fiscal health.

Objective 1. Maintain an annual operating surplus of at least 2%.

Objective 2. Identify five new external partnerships that will diversify revenue streams.

Objective 3. Maximize institutional capability for fundraising from external sources.

      a. Fund 65% of CTI launch from external sources

      b. Launch Planned Giving program with systematic communications outreach to constituents identified as likely prospects by data analytics.

      c. Increase annual private grant submissions by 25%; Increase percentage of grants funded by an average of 5%.

      d. Secure a combination of seven (7) annual and endowed scholarships.

Objective 4. Establish a College-wide plan for grant support with faculty to identify, write and apply, and track.

Objective 5. Increase trustee giving by 10%.