



LOCK HAVEN UNIVERSITY MISSION, VISION, and 2017-2022 STRATEGIC PLAN

MISSION STATEMENT

Lock Haven University offers an excellent and affordable education characterized by a strong foundation in the liberal arts and sciences for all students, majors in the arts and sciences, and a special emphasis on professional programs. All programs are enhanced with real-world experiences and co-curricular activities that enable students to realize their full potential. In close personal interactions with faculty who are passionate about teaching, students are challenged to develop their minds and skills in order to be responsible citizens and to succeed in a global and technologically advanced society.

VISION STATEMENT

Lock Haven University will be nationally recognized for transforming students' lives by providing:

- A welcoming and inclusive community of supportive faculty and staff that prioritizes the well-being and intellectual life of our students and also challenges them to ever-greater success.
- An immersive, high-quality academic learning environment that combines traditional, interdisciplinary, and professional experiences in and out of the classroom.
- A strong academic foundation that promotes the collaboration, innovation, and critical thinking necessary for navigating and succeeding in an ever-changing world.
- An engaging community with a diversity of cultural perspectives that encourages students to be responsible global citizens.
- A commitment to public service as a resource for personal, educational, cultural, and economic development for the region and state.



STRATEGIC PLAN 2017-2022

*Committed to excellence, connected to place,
charting a course for the future*

I. Academic Excellence

Lock Haven University will sustain and enhance academic excellence through a challenging and supportive learning- and learner-centered environment, facilitated by highly-qualified faculty and staff committed to student success and through a focused array of curricular and co-curricular programs that cultivate creativity, responsible global citizenship, and employability.

Goal 1: Sustain, assess, and improve a supportive learner-centered environment including an array of curricular and co-curricular programs aligned with the university's mission and priorities.

Key Performance Indicators

- a. First-to-second year persistence
- b. 4 and 6-Year graduation rates
- c. Implementation of Academic Plan
- d. Assessment of student learning and institutional effectiveness
- e. NSSE - National Survey of Student Engagement
- f. Regional and special program accreditation
- g. Alumni surveys

Goal 2: Attract, retain, and develop diverse, highly qualified, committed faculty and staff.

Key Performance Indicators

- a. Percentage of faculty with terminal degrees/ certifications
- b. Five-Year Reviews
- c. Percentage of underrepresented faculty

Goal 3: Assure the development of creativity, responsible global citizenship, and employability of graduates.

Key Performance Indicators

- a. Alumni Survey
- b. Critical Thinking learning outcomes
- c. Global Awareness and Citizenship learning outcomes

II. Financial Sustainability

Lock Haven University will ensure its long-term financial sustainability by optimizing enrollment levels and revenue sources, and aligning the academic program array, structure, and human, facilities, technology and other resources accordingly.

Goal 1: Align, implement, and assess all planning and budget processes to support our institutional mission and priorities.

Key Performance Indicators

- a. Enrollment targets
- b. Implementation of Academic Plan
- c. Assessment of student learning and institutional effectiveness
- d. Linkage of budget and planning
- e. Major enrollment and program cost model data
- f. Gap Analysis Program Alignment

Goal 2: Identify, enhance, and diversify revenue streams to support our institutional mission and priorities.

Key Performance Indicators

- a. LHUF and Alumni advancement and outreach goals
- b. Revenue from streams other than tuition, fees, advancement, and state appropriation, such as, contracts, facilities usage fees, camps and conferences, and public-private partnerships

Goal 3: Allocate and utilize resources strategically and judiciously to support our institutional mission and priorities.

Key Performance Indicators

- a. Operating margins for E&G and Auxiliary
- b. Ratio of unrestricted resources to operations
- c. Assessment of processes linking budget to planning

III. Responsibility

Lock Haven University will exercise exemplary responsibility in its welcoming and inclusive environment, governance, environmental practice, civility, and safety.

Goal 1: Foster an inclusive and welcoming environment that advances the rights, safety, dignity, and value of every individual.

Key Performance Indicators

- a. Clery reports
- b. Access and Achievement Gaps
- c. Climate surveys
- d. Quality of Life survey



Goal 2: Cultivate awareness of social, political, and environmental issues among faculty, staff, students, and administrators in order to promote responsible citizenship in local and global communities.

Key Performance Indicators

- a. Community service hours
- b. Campus energy efficiency
- c. Mandatory reporter training, sexual harassment training, background checks

Goal 3: Promote shared governance by encouraging civility, collaboration, discourse, recommendations and engagement from all stakeholders and fostering a culture that values and respects all members of the University community.

Key Performance Indicators

- a. Climate Surveys
- b. Committee agendas and minutes
- c. Meet and Discuss agendas and minutes

IV. Partnerships

Lock Haven University will commit to public service and to cultivating public and private partnerships as a resource for personal, educational, cultural, and economic development for the region and state.

Goal 1: Develop and support experiential learning and service opportunities that connect the LHU community with businesses and community organizations on a local, regional and international level.

Key Performance Indicators

- a. Experiential Learning outcomes
- b. Community Service Hours
- c. NSSE



Goal 2: Strengthen, cultivate and expand external partnerships through engagement in community, workforce and economic development initiatives.

Key Performance Indicators

- a. Workforce Development Training
- b. Advisory Councils
- c. MOUs with public and private community partners

Goal 3: Enhance, expand, and communicate academic, cultural, and social opportunities within the campus and community.

Key Performance Indicators

- a. Community survey
- b. Campus surveys

Approved by the Lock Haven University
Council of Trustees 6/28/2017