

Lock Haven University

**Office of Workforce Development and
Continuing Education
“WDaCE”**

**Strategic Plan
2012-2015**

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Lock Haven University

Office of Workforce Development and Continuing Education

Strategic Plan 2012-2015

To enhance financial viability and to strengthen community relationships, Lock Haven University is expanding its mission to include professional development and non-credit course offerings.

WDaCE's strategic plan will serve as the benchmark of our planning and growth in the next three years. We will use the plan to:

- Guide resource-allocation decisions
- Set priorities for non-credit initiatives
- Enhance collaboration throughout the University
- Enhance collaboration and relationships throughout the communities we serve
- Create measures of success upon which to provide feedback to stakeholders

Mission

The office of Workforce Development and Continuing Education (WDaCE) provides access to innovative and flexible non-credit academic opportunities in response to individual, community, and professional needs.

Values

Our mission reflects these core values:

- We offer **flexibility** in programs and modes of delivery
- We ensure **academic quality** in our instructors and curriculum
- We strive to bring **convenience** to the lives of our students
- We are **responsive** to the needs of students, colleagues, and the community
- We offer **relevant** instruction and professional experiences
- We respect our students' **time**
- We provide **innovative programs** and modes of delivery
- We are **entrepreneurial** in our new ventures

Vision

LHU WDaCE will be the institution of choice for innovative adult learning in the central Pennsylvania region.

Our Stakeholders

- Undergraduate, graduate, professional and non-degree students
- Professionals, career-changers and institutions seeking professional development
- Veterans, dislocated workers, unemployed, and under-employed
- Corporate and nonprofit partners
- Government and Community Organizations
- LHU's Deans, Departments, Management, Staff and Faculty

Strategic Goals

I. Enhance the Student Experience

- Develop and implement relevant career services for matriculated students and alumni.
- Enhance practices of career counseling, prior learning assessment and advising to address the needs of the non-credit student.
- Support improved student services through Web-based registration and payment for non-credit students.
- Create reports and issue certificates of completion for career services or tools.
- Develop and deliver programs that serve underrepresented populations such as veterans, retirees, career changers, academically challenged and first-generation college students.
- Expand student access by increasing modes of delivery (hybrid, online, classroom, employer on-site, cohorts).
- Increase and coordinate scholarship and grant programs for students.
- Publicize and celebrate student successes (ShaleNET graduates, etc).
- Increase student satisfaction.

Measures of Progress

- Customer Service Satisfaction Surveys
- Increased number of Program Offerings
- Increased Enrollments
- Increased number of scholarships and grants

II. Foster Internal and External Partnerships to Increase Continuing Education Opportunities

- Serve as a resource for Deans and their departments in the development, administration and publicity of new programs.
- Establish a Workforce Advisory Board for guidance in the development of new programs and initiatives.
- Seek to link professional organizations with new certificate offerings (eg., insurance, real estate, medical, natural gas, etc.) to enhance their credibility with potential students.
- Seek grant funding to support scholarships and new programs (USDA, SEDACOG, ARC, DCED, PASSHE, WIA, USDOL, ShaleNET, WEDnet).

Measures of Progress

- Number and quality of partnerships
- Enrollment and participation
- Number of new grants and scholarships

III. Build Internal and External Awareness of and Support for LHU's WDaCE Programs and Outreach Initiatives

- Collaborate with the Marketing and Public Relations Department in the positioning of programs both internally and externally.
- Create a coordinated marketing program that incorporates primary- and secondary-market research to determine customer needs, provide programs to meet those needs, and better promote the services and programs of WDaCE.
- Redesign the current WDaCE web page to better represent our current non-credit programs and to become a conduit for all non-credit, professional development, and “just-in-time” programs campus-wide.
- Maximize effectiveness of the WDaCE web page by committing resources to its design and maintenance, in concert with the Marketing and Public Relations Department.
- The resource will collect and ensure timely posting of new programs, events, speakers, seminars and certificates offered by WDaCE and the academic Schools.
- Promote and strengthen the visibility of WDaCE through public relations activities including news releases, feature stories, presentations, community involvement, etc.
- Partner with Enrollment Management to develop a robust student recruiting plan which takes advantage of the non-traditional student populations.

Measures of Progress

- Increased number of inquiries
- Increased number of enrollments in non-credit and professional development programs
- Increased number of “hits” on WDaCE webpage
- Decreased incidence of complaints about web page and lack of technology
- Internal customer satisfaction survey
- Increased presence in the media
- Increased numbers of non-traditional students

IV. Cultivate WDaCE Alumni

- Offer programming (at a discount) to alumni which is relevant to their personal and professional growth.
- Recruit alumni to teach non-credit bearing courses.
- Celebrate successful WDaCE alumni by hosting panel discussions, special honors and representation in our publications and promotional materials.
- Include alumni representatives on the WDaCE Advisory Board.

Measures of Progress

- Increased numbers of alumni enrolled in WDaCE programs
- Increased numbers of alumni instructors
- Increased level of alumni/student networking and mentoring

V. Cultivate New Student Populations

- Establish a “first year” program for academically challenged traditional-aged students, with the goal of solidifying a strong work ethic.
- Design and implement relevant programs for adults who are 55+ and may be investigating new passions.
- Attract adult students to the health care programs by offering non-credit programs and certificates and positioning programs in accessible regions.

Measures of Progress

- Enrollment in new programs
- Course Evaluation data

VI. Meet the Needs of the Business and Not-for-Profit Community

- Develop and implement training and professional development opportunities to meet the needs of businesses and not-for-profits throughout the region.
- Develop and grow a Language Institute to support the training needs of global businesses and service providers such as hospitals, police, fire and emergency personnel.
- Expand use of our facilities to strategic partners like the chambers and economic development groups.
- Increase rental revenue with more effective promotion of our facilities.

Measures of Progress

- Number of training agreements
- Enrollments in programs
- Volume of center use by strategic partners
- Increased rental revenue

VII. Invest in Faculty and Staff Success

- Promote professional development and growth opportunities for faculty and staff.
- Recognize excellence in the delivery of credit and non-credit courses.
- Feature successful courses, programs, faculty, and students in catalogs, brochures and advertisements.
- Develop a program of limited benefits for faculty and staff (eg: subsidized conference registrations, course enhancements like subsidized field trips).
- Involve faculty and staff input on center-specific plans based on the WDaCE mission.
- Encourage and support faculty and staff participation on campus-wide, community, state, national, and international committees and organizations.

Measures of Progress

- Increased retention of faculty and staff
- Increased reported satisfaction via internal customer satisfaction surveys
- Increased representation of WDaCE issues at campus committees