

Immaculata University
STRATEGIC PLAN
2022–2027



**IMMACULATA
UNIVERSITY**



Dear Immaculata Community,

It is an amazing time at Immaculata University. After celebrating our Centennial and all that Immaculata has accomplished in its first 100 years, I firmly believe that Immaculata's future will be guided by our strategic priorities, entrepreneurial spirit and the drive to be relevant to today's student.

Immaculata's 2022–2027 Strategic Plan, through its four strategic goals, embraces our mission and encourages the entire community to engage creatively as we promote our vibrant, thriving institution! I invite you to join me as we embrace the future and work together to make Immaculata's second century even mightier than its first.

Sincerely,

A handwritten signature in cursive script, reading "Barbara Lettiere '72".

Barbara Lettiere '72
President



Strategic Plan Statement

Immaculata University is a mission-driven institution that provides pathways and opportunities to further individuals' success.

Goals:

- I. Create a distinct brand identity within a culture of inclusion
- II. Secure and develop resources to strengthen the University and its key stakeholders
- III. Achieve enrollment goal of 3,000 students and a retention rate above the national average
- IV. Enhance academic excellence through teaching and learning

Mission Statement

Immaculata University, a Catholic academic community, founded and sponsored by the Sisters, Servants of the Immaculate Heart of Mary, is committed to scholarship, formation of the whole person for leadership and service, and empowerment of all to seek truth, promote justice, and engage in dialogue between faith and culture.

Core Values

FAITH: Immaculata University expresses its Catholic identity by proclaiming the Gospel message and inviting all members of the community to seek truth and meaning.

COMMUNITY: With respect for diversity, the University seeks to be inclusive while striving to nurture the spiritual, moral, intellectual and social/physical wellbeing of all its members.

KNOWLEDGE: Immaculata University points to a knowledge that flourishes in virtue flowing from reflection and a genuine search for truth.

VIRTUE: The University emphasizes the kind of moral strength that comes from the wisdom earned by reflective study and vigorous application and deepens commitment to ethical integrity.

SERVICE: The University values service because justice demands action in favor of all members of the human family, especially the most vulnerable.



GOAL I.

Create a Distinct Brand Identity Within a Culture of Inclusion

Actions:

- » Live and promote the IU mission.
- » Maintain a supportive Catholic learning community in the IHM tradition.
- » Enhance opportunities for students and employees to experience the mission.
- » Welcome all individuals into a safe and inclusive community that values all identities, celebrates diversity, embraces sustainability and serves the needs of all stakeholders.
- » Engage in dialogue between faith and culture.
- » Increase awareness of the University's identity and enhance its reputation.
- » Leverage the new college structure to highlight strengths and opportunities.

GOAL II.

Secure and Develop Resources to Strengthen the University and its Key Stakeholders

Actions:

- » Attract and retain the highest-caliber employees.
- » Develop a capital program that prioritizes and addresses facility needs.
- » Assure ongoing technological improvements to meet administrative, faculty, staff and student needs.
- » Enhance fiscal resources through grants, regional partnerships and strategic alliances.
- » Develop a financial plan to ensure fiscal flexibility.
- » Increase and strengthen alumni and external stakeholder engagement and participation.



GOAL III.

Achieve Enrollment Goal of 3,000 Students and a Retention Rate Above the National Average

Actions:

- » Develop a plan to support recruitment efforts through strategic messaging and communication.
- » Identify and develop partnerships and opportunities to expand program offerings and increase enrollment.
- » Design levels of academic and co-curricular student support strategies that ensure retention and graduation rates above the national average.
- » Identify and develop programs to improve student opportunities for academic, employment and lifelong success.
- » Enhance the student experience through meaningful engagement and high-impact practices.





GOAL IV.

Enhance Academic Excellence through Teaching and Learning

Actions:

- » Expand mission-relevant undergraduate and graduate programs to meet emerging trends and regional workforce needs.
- » Assess undergraduate and graduate programs to ensure high quality, relevance and sufficient enrollments.
- » Sustain successful programmatic accreditations.
- » Provide enhanced support for faculty to foster teaching, research, scholarship, creative activity, service and professional development.
- » Strengthen and increase online and hybrid courses and programs, including support for campus-wide integration of instructional technologies.



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