

2021-2025

ADVANCING OUR BOLD TRADITION

GANNON UNIVERSITY STRATEGIC PLAN





INSPIRE
**TRANSFORMATIONAL
EXPERIENCES**

STEWARD
**DIVERSIFIED FINANCIAL
RESOURCES**

ADVANCE
**ENROLLMENT AND
STUDENT SUCCESS**

OUR MISSION

Gannon is a Catholic, Diocesan university dedicated to excellence in teaching, scholarship and service. Our faculty and staff prepare students to be global citizens through programs grounded in the liberal arts and sciences and professional specializations. Inspired by the Catholic Intellectual Tradition, we offer a comprehensive, values-centered learning experience that emphasizes faith, leadership, inclusiveness and social responsibility.

OUR 2021-2025 VISION

Gannon University will be a Catholic, multi-cultural university nationally recognized for educating socially responsible global citizens through dynamic learning experiences that transform the learner and their communities.

OUR CATHOLIC TRADITION

Our Mission is inspired by the Catholic Intellectual Tradition. As a way of thinking and a way of engaging the world, the Catholic Intellectual Tradition animates our common pursuit of all that is good, true and beautiful. We strive to embody the virtues of faith, hope and love as a community in our shared commitment to nurturing our students and our colleagues who are on the path to answering the fundamental question, “How shall I live my life?” and becoming the best version of themselves. We seek ever greater dialogue and understanding within our campus communities and with our local, regional and global community to reflect upon what it means to be a Catholic university and how we live this out responsibly into the future.

As a Catholic University, Gannon embraces and works to strengthen our emerging role as a thriving multicultural university. Our responsibility for pursuing truth, beauty and goodness compels us to celebrate and understand the rich diversity of our community. We welcome the Christian inspiration and the faith traditions of all who belong to our Gannon family. Gannon’s diversity and our commitment to intercultural understanding provides the environment to foster respect for religious freedom and the learned wisdom of all people. We believe that the practice of respect is necessary for Gannon to fulfill its responsibility to prepare global citizens, and to maintain and strengthen its Catholic Identity.

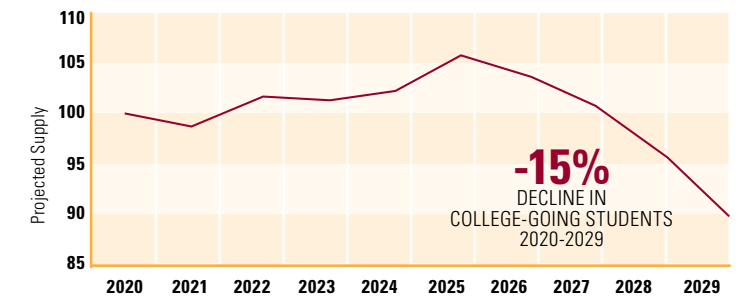
Through our defining traits of respect, sacramentality, service, community, and the dialogue between faith and reason, every member of the Gannon family is invited to contribute to the good of our campus, local, national and global communities.



2021-2025
 GANNON UNIVERSITY
 STRATEGIC PLAN
**ADVANCING OUR
 BOLD TRADITION:**
 AN INTRODUCTION TO OUR
 STRATEGIC PLAN

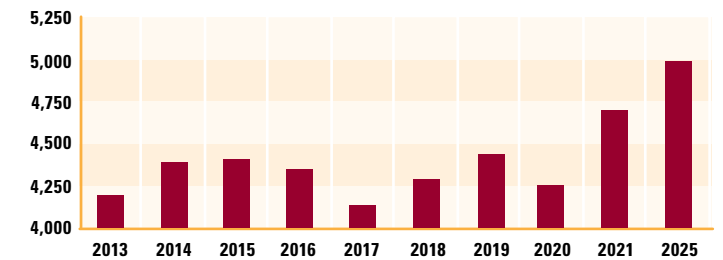
FIRST TIME STUDENT GROWTH RATES - 2020 TO 2029

Forecasted Number of College Going Students in the U.S.



Source: Higher Intelligence for Higher Education, February 2021

Gannon University Historical Enrollment and Projections



Although our strategic planning was met with these critical challenges, our promise of delivering high-quality education to our students was not deterred. Gannon confidently faced the adversity and took decisive action to remain open. Innovative and purposeful operations and investments not only positioned the university to remain strong through the pandemic, but also exemplified vitality beyond it by adapting to the everchanging marketplace.

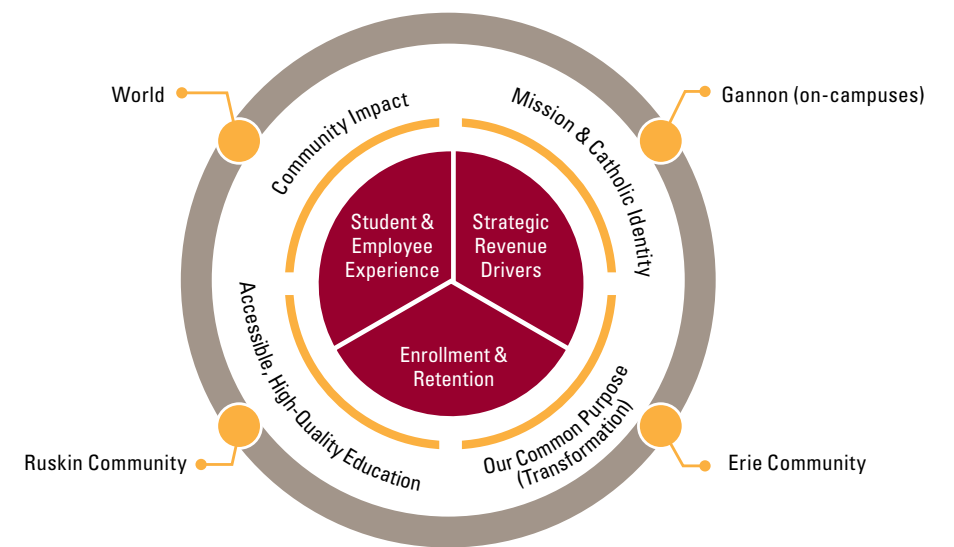
Through this, we have been reminded that remaining steadfast in our Mission and our purpose is our foundation for success, and the promise of academic distinction and transformation that comes from it is more critical now than ever before.



This strategic plan was developed with our **Mission and purpose** as our guiding light toward success in the current and future climate. It will build on the success of the last plan and look to the future goals, focusing on **inspiring transformational experiences for our students and employees, stewarding diversified financial resources, and advancing enrollment and student success.**

These goals will answer the call of our Mission and advance the fulfillment of our purpose: We transform lives by creating environments for extraordinary moments and everyday connections that inspire others to become their best selves.

This plan will serve as our roadmap for the bold strategies needed to achieve our goals and best position the university to create meaningful impact on our campuses, in our communities and around the world.



The goals within this plan, along with the strategies and measures of success, were determined by representatives from across our Gannon community, and it will take the commitment of every member of our community to achieve these goals. This plan balances short- and long-term strategies and integrates within departmental plans to empower all Gannon constituents in achieving our strategic goals.

This is a pivotal time in Gannon's history. For nearly 100 years we have been dedicated to transforming lives and became a leader in higher education in the process. Today's climate and the future outlook for postsecondary education holds challenges, but also opportunities for Gannon to continue to rise to the occasion and fulfill its purpose. This plan is our commitment to furthering our Mission over the next four years and it sets the stage for another century of success.

2021-2025 GANNON UNIVERSITY STRATEGIC PLAN

OUR PLANNING PROCESS

Gannon's university-wide strategic planning process began in Summer 2019 with the goal of guiding the institution to its centennial anniversary and setting the foundation for our next 100 years.

The plan was developed through an engaging process that:

- advanced the accomplishments from the previous plan,
- identified prioritized goals responding to the current global and higher education climate,
- and informed key strategies for success over the next four years.

Our strategic planning process reflects the important role that every Gannon University community member played in creating a “living” plan that capitalizes on our agility to respond to the rapidly changing higher education environment and world.

During the last strategic plan, Gannon established “wildly important goals” (WIG) as a swift response to address organizational needs and advance the university. These inspired cross-divisional collaboration toward common goals and ultimately internalized strategic functions and processes in institutional roles. Further outlining intentional university initiatives, the WIGs were then incorporated into what became known as “the football field” – a visual playbook of our institutional priorities. It painted a picture for our Gannon community members to gain a deeper understanding of how their individual roles and departments impact our immediate priorities as well as our aspirational, long-term goals.

As the university approached the end of the 2017-2021 Strategic Plan, it was in a position for earnest reflection as we looked toward Gannon's 100-year anniversary in 2025. This reflection inspired the bold path toward our next 100 years that leverages our tradition and strengths, and embraces areas of growing significance to our Mission, Catholic Identity and purpose, such as:

- Accessible, high-quality education;
- Justice, equity, diversity and inclusion;
- Our service standards: Respect, Well-being, Engaged, Seamless;
- Creating transformational experiences for our students and employees;
- Diversifying and growing financial resources;
- Serving our communities.

After the Strategic Planning Committee was formed in Summer 2019 with employee and student representation from across the university, work quickly began to garner community input and feedback using a variety of methods including listening sessions, surveys, forums, community presentations and more. Sub-committee members worked diligently to identify intentional measures that ensured a path forward for meaningful data gathering and assessment that will propel our university.

Revisions of the plan continued through summer 2021, soliciting community and stakeholder input along the way. This process yielded a final strategic plan in Fall 2021 that is laid out in the subsequent pages.

This plan will set our course of action over the next four years and ignite the drive of our community to distinguish the Gannon experience to have the greatest impact on transforming the lives of our students and our employees.

OUR PLANNING TIMELINE

Summer 2019	Form Strategic Planning Committee.
Fall 2019	Strategic Planning Committee work begins; collect community input on priorities.
Spring 2020	Analyze community feedback and data.
Summer 2020	Create initial draft of Strategic Plan goals and document outline.
Fall 2020	Gather community feedback; refine priorities and goals.
Spring 2021	Identify goal measures and means for tracking; continue content drafts and input from stakeholders.
Summer 2021	Gather community input on draft version and refine content and measures.
Fall 2021	Strategic Plan finalized and launched.

*Due to the brief interruption COVID-19 created in the university's operations, this timeline was adjusted to accommodate to the current climate as well as best meet the needs of colleagues.



INSPIRE TRANSFORMATIONAL EXPERIENCES

STEWARD DIVERSIFIED FINANCIAL RESOURCES

ADVANCE ENROLLMENT AND STUDENT SUCCESS

OUR GOALS

1 INSPIRE TRANSFORMATIONAL EXPERIENCES

Cultivate an extraordinary learning environment and community engagement that promotes a values-centered experience that meets the needs of our students, employees and society, and inspires each to become their best.

2 STEWARD DIVERSIFIED FINANCIAL RESOURCES

Create new revenue sources and execute prudent management of existing resources by maximizing use of institutional strengths and assets, encouraging investments in university priorities, and collaborating with partners to advance the development of our university and the communities in which we serve.

3 ADVANCE ENROLLMENT & STUDENT SUCCESS

Integrate robust enrollment and student success strategies to support a diverse student population who find meaningful connections to the Gannon experience, and provide a foundation for their personal success while meeting current and future career and workforce needs.

OUR GUIDING PRINCIPLES

This Strategic Plan outlines goals and strategies that were established through the guidance of the following principles to achieve our purpose and pursue our vision while remaining true to the values and commitments outlined within our university Mission. While implementation and timing of strategies may change to adapt to our changing world, our commitment to aligning our decision making and actions with these principles will be unwavering.

- Advance Mission-driven priorities that are grounded in our Catholic Intellectual Tradition.
- Foster an equitable, inclusive and diverse community where all are welcome and thrive.
- Create environments, connections and experiences that inspire transformation.
- Deliver affordable and accessible high-quality education.
- Provide a faith-based education infused with a liberal arts core and values-centered learning.
- Emphasize global responsibility as citizens and leaders to create change.
- Serve and engage in our communities to advance economic and social wellbeing, as well as workforce needs.
- Contribute to the comprehensive well-being of every individual.
- Energize a campus culture that values respect, care and understanding for others.
- Realize holistic engagement for every individual through personal and professional investment.
- Drive forward-thinking innovation and seamless delivery of work and service.
- Ensure responsible stewardship of our fiscal resources.

INSPIRE TRANSFORMATIONAL EXPERIENCES

CULTIVATE AN EXTRAORDINARY LEARNING ENVIRONMENT AND COMMUNITY ENGAGEMENT THAT PROMOTES A VALUES-CENTERED EXPERIENCE TO MEET THE NEEDS OF OUR STUDENTS, EMPLOYEES AND SOCIETY, AND INSPIRES EACH TO BECOME THEIR BEST.

The vitality of our university is dependent on several key components that are rooted within the experiences of our students and our employees.

Through this goal, we will live our Mission and continue our work in fostering a campus culture that is truly inclusive so that all are welcome, feel respected and thrive. We will create a path forward together that welcomes open dialogue and deepens our understanding of social responsibility as we work to create positive change focused on justice, equity, diversity and inclusion in our communities and on our campuses.

Our service standards of respect, well-being, engaged and seamless will be infused in all we do to bring our purpose to life in the environments we create, the connections we make, and the extraordinary moments we experience that inspire transformation at Gannon and beyond. Through the impacts of the global pandemic, mental health has been made top-of-mind as we navigated many uncertainties. Well-being will continue to be a priority at Gannon with reinvigorated efforts to meet the needs we are facing today.

To best deliver on our Mission and purpose of providing a high-quality, Catholic education, the university will optimize operations with robust systems and technology as an integral component for driving academic excellence of our students, as well as professional effectiveness of our employees. We will focus on the stewardship of our valuable human resources by creating an engaged culture. We will invest in the development of our employees personally and professionally, as well as leverage the expertise of our people to inspire the best possible contributions toward the student experience.

To achieve success in this goal, we will integrate the strategies set forth in the remaining goals of this plan with our student and employee experiences at the forefront of our efforts.

GOAL MEASURES

Our success in inspiring transformational experiences will be measured in two categories focused on student and employee experiences. Student experience will be measured by first-year retention, program competencies, and student satisfaction. Employee experience will be measured by employee retention as well as the “Great College to Work For” survey and feedback from employees.

STEWARD DIVERSIFIED FINANCIAL RESOURCES

CREATE NEW REVENUE SOURCES AND EXECUTE PRUDENT MANAGEMENT OF EXISTING RESOURCES BY MAXIMIZING USE OF INSTITUTIONAL STRENGTHS AND ASSETS, ENCOURAGING INVESTMENTS IN UNIVERSITY PRIORITIES, AND COLLABORATING WITH PARTNERS TO ADVANCE THE DEVELOPMENT OF BOTH OUR UNIVERSITY AND THE COMMUNITIES IN WHICH WE SERVE.

Gannon University is motivated to continuously build upon its holistic experience for our students. We are dedicated to transforming our learners through an exceptional Gannon experience, as well as our communities through dynamic partnerships. Gannon is positioned to advance its Mission by investing institutional resources into development of the university and the community for a mutually beneficial impact.

As we look ahead and plan for enrollment growth, while the regional and national demographics project a decline in secondary education enrollment across the nation, it is critical that we practice sound stewardship of our resources and diversify our sources of revenue as we strive to provide access to an affordable quality Gannon education.

We will invest in the completion of new facilities on our Erie and Ruskin campuses, in addition to the repurposing of existing facilities, and strategic acquisitions, to create the necessary infrastructure to deliver high-quality experiences for our

students and employees. These investments will enable the university to establish or enhance select academic offerings that are essential to being a nationally recognized Catholic university and continuing to attract top-tier employees and students.

Strategic investments in these key areas will increase our student enrollment, provide fundraising opportunities and facilitate community partnerships. These strategic investments will collectively develop new sources of revenue, innovation and economic growth for the university and its surrounding regions.

GOAL MEASURES

Our success in stewarding diversified financial resources will be measured by enrollments related to strategic initiatives such as the Ruskin Campus and the Institute for Health and Cyber Knowledge. This will be in addition to measures relative to residence life, alternative revenue, success of the comprehensive campaign as well as new revenue sources.

ADVANCE ENROLLMENT AND STUDENT SUCCESS

INTEGRATE ROBUST ENROLLMENT AND STUDENT SUCCESS TO SUPPORT A DIVERSE STUDENT POPULATION WHO FINDS MEANINGFUL CONNECTIONS TO THE GANNON EXPERIENCE, AND PROVIDE A FOUNDATION FOR THEIR PERSONAL SUCCESS WHILE MEETING CURRENT AND FUTURE CAREER AND WORKFORCE NEEDS.

Our students are at the center of our Mission, our purpose and all that we do. That is why it is imperative to create a culture of shared responsibility and accountability across the university to focus on the process of getting our message to the students who would most benefit from a Gannon education and support them through their experience.

Gannon was founded on providing access to education for students of all backgrounds and takes pride in continuing that bold tradition today. As we look toward the future, we know that higher education is expected to face even greater challenges with significant economic and demographic changes to student populations. Our strategies must remain fluid and adaptable to meet the needs of the changing market throughout the recruitment cycle and the student experience at the university.

In order to continue to deliver on our promise of an accessible, high-quality education, a focus on alignment of our enrollment and student success strategies to best serve our students is of the utmost priority. To execute on our purpose, we will utilize data-driven strategies to market to and

recruit students who will find Gannon is the right fit for them.

Gannon's evolution as a premier educational institution and its student enrollment growth requires a robust organizational infrastructure to attract students and deliver an optimal experience for those who choose to engage in our community.

To this end, we will seek to increase student enrollment through competitive recruitment plans that establish new programs and partnerships, explore external resources, and leverage and engage our experts to create meaningful connections with students. We will also focus on strategies that address academic, financial and engagement risks to foster an environment that emphasizes student success and promotes the degree completion and post-graduation success of our students.

GOAL MEASURES

Our success in advancing enrollment and student success will be measured by graduation rates, employment after graduation and rate of continued education, as well as total enrollment and subcategories of this, including diversity, global, undergraduate, graduate, first-year, online and Ruskin campus enrollment.

2021-2025 GANNON UNIVERSITY STRATEGIC PLAN GOALS AND INITIATIVES

This Strategic Plan provides a framework for Gannon University’s vision that incorporates strategies that will advance our bold tradition to meet our strategic goals. Guided by these goals, our colleges and divisions will implement strategies specific to their areas. This engagement, paired with continuous assessment and alignment of our individual and collective outcomes will position the university for success in achieving our goals as we look toward reaching 100 years of delivering on our Mission and purpose of transforming lives.

GOAL ONE	GOAL TWO	GOAL THREE
INSPIRE TRANSFORMATIONAL EXPERIENCES	STEWARD DIVERSIFIED FINANCIAL RESOURCES	ADVANCE ENROLLMENT & STUDENT SUCCESS
GOAL ONE SUCCESS MEASURES	GOAL TWO SUCCESS MEASURES	GOAL THREE SUCCESS MEASURES
<p>Student</p> <ul style="list-style-type: none"> • First-Year Retention • Program Competencies • Course Evaluation Satisfaction • Support Services Evaluation Satisfaction <p>Employee</p> <ul style="list-style-type: none"> • Employee Retention • Increase Select Areas for Improvement Within “Great College To Work For” Survey and Targeted internal surveys 	<ul style="list-style-type: none"> • Program Enrollment at the Ruskin Campus • Program Enrollment at the Institute For Health And Cyber Knowledge • Residence Life, Dining and GU Gold Revenue • Comprehensive Campaign • New Revenue Sources 	<ul style="list-style-type: none"> • Total Enrollment • Diversity Enrollment • Global Enrollment • Undergraduate Enrollment • Graduate Enrollment • First-Year Enrollment • Online Enrollment • Ruskin Campus Enrollment • Graduation Rates • Employment After Graduation • Rate of Continued Education
GOAL ONE STRATEGIES	GOAL TWO STRATEGIES	GOAL THREE STRATEGIES
<p>Student</p> <p>To achieve transformational experiences for our students, we will ensure a Gannon education remains accessible, flexible, affordable and marketable in current and future careers.</p> <p>We will create seamless and efficient processes using robust systems and technology. This will establish an integrated network of services to provide a supported and achievable experience for each student.</p> <p>A high-quality, Catholic education paired with signature programming outside the classroom will provide students a distinct Gannon experience that emphasizes the well-being and the comprehensive development of socially responsible global citizens.</p> <p>Employee</p> <p>The university will implement strategies through its Wildly Important Goal: Fully Engaged 76 to focus on the employee experience and enhance employee retention.</p> <p>This includes achieving Honor Roll on the Great College to Work For survey. We will seek to enhance our overall score to 76 by increasing positive response rates in select areas that have reflected meaningful impact on the employee experience, such as communication, compensation and training.</p> <p>We will engage employees in our institutional service standards through GU+ to optimize colleague-to-colleague experiences, as well as employee-to-student experiences.</p>	<p>Building on our institutional priorities, we will develop our Ruskin Campus and Institute for Health and Cyber Knowledge as key growth areas by increasing enrollment, completing building construction, advancing auxiliary revenue opportunities, expanding programs and partnerships, and identifying fundraising opportunities.</p> <p>We will look to increase auxiliary revenue in areas that will best serve our students and our communities, as well as grow our residence life and dining services.</p> <p>Our comprehensive campaign will integrate revenue streams from our donors, grant providers and additional sources to align funding with institutional priorities that will enhance the Gannon experience for students and employees.</p> <p>We will identify new revenue sources by leveraging existing and new facilities, assets and services to diversify our financial portfolio and alleviate dependency on tuition revenue.</p>	<p>We will focus on undergraduate enrollment through tactics including communication, social media, yield events and melt prevention.</p> <p>We will increase graduate enrollment through WIG 1300 initiatives focused on retaining our own undergraduate students in our graduate programs, recruiting global students and online learners, as well as our Ruskin campus population.</p> <p>We will advance the graduation rates of our students through focus on academic, financial and engagement risks to foster an environment that promotes student success.</p>



Believe in the possibilities.