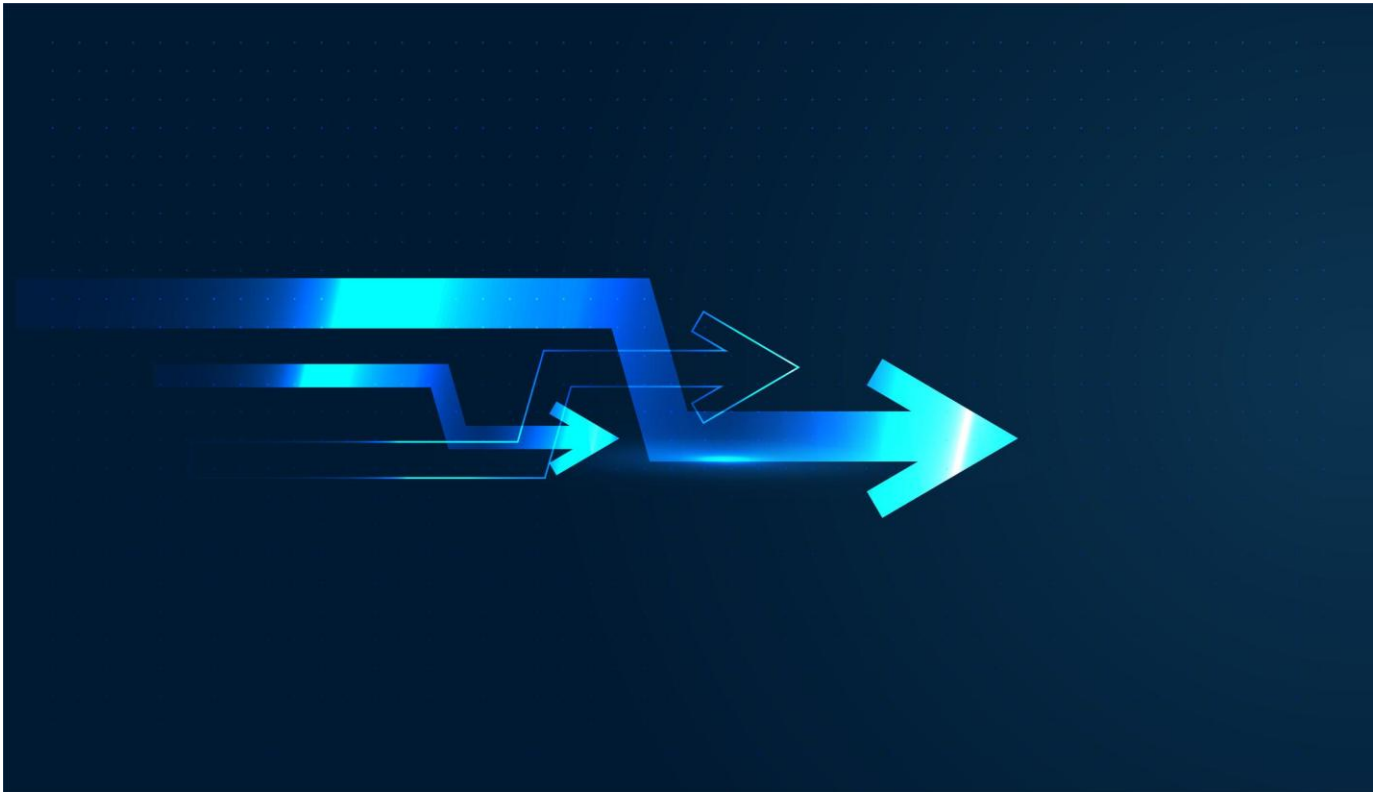

2021-2026
Innovation at Work
Strategic Plan
Final Closeout Report



Prepared by the Office of Institutional Effectiveness

June 2026

Table of Contents

Purpose of the Five-year Closeout Report (2021-2026)	3
About This Report.....	3
Section I: Annual Review (2025-2026)	4
Enhance Use of Shared Governance to Inform Instructional Strategy	4
Evaluate Implementation of Revised Online Learning Resources	5
Student Success and Retention Efforts	6
Faculty and Staff Development Highlights.....	8
Community and Industry Partnerships.....	9
2025–2026 Academic Year Summary	11
Section II: Innovation at Work: Five Years of Growth (2021-2026)	12
Outcomes and Growth	12
Goal Accomplishments (2021–2026)	14
Goal #1	14
Academic Quality & Innovation	15
Program Expansion	15
Workforce Alignment	15
Stakeholder Engagement: A Foundation for Strategic Success.....	25
Lessons Learned, Areas for Improvement, and Lasting Impact	25
Transition to the Forging Futures Together Strategic Plan.....	26
Conclusion	27

Purpose of the Five-year Closeout Report (2021-2026)

The **Innovation at Work Strategic Plan Closeout Report** provides an overview of Johnson College's progress and accomplishments throughout the 2021–2026 strategic planning cycle. Through the review of key performance indicators, institutional data, and measurable outcomes, the report evaluates the College's success in achieving its strategic goals while highlighting initiatives that advanced student success, workforce development, and institutional effectiveness.

As both an evaluative and reflective resource, the report documents major accomplishments, identifies opportunities for continued growth, and demonstrates how performance monitoring and evidence-based decision-making have guided institutional improvement. The findings presented throughout the report help inform future priorities, support resource allocation, and provide continuity as the College transitions to the **Forging Futures Together** Strategic Plan.

The final year of the Innovation at Work planning cycle serves as both the culmination of five years of strategic efforts and a bridge to the future. It highlights the collective achievements of faculty, staff, students, administrators, and industry partners while illustrating how these accomplishments have positioned Johnson College for its next phase of growth and impact.

About This Report

This report begins with a summary of the 2025–2026 academic year, which serves as the culmination of the Innovation at Work planning cycle and provides context for the broader five-year accomplishments and outcomes presented throughout the remainder of the report.

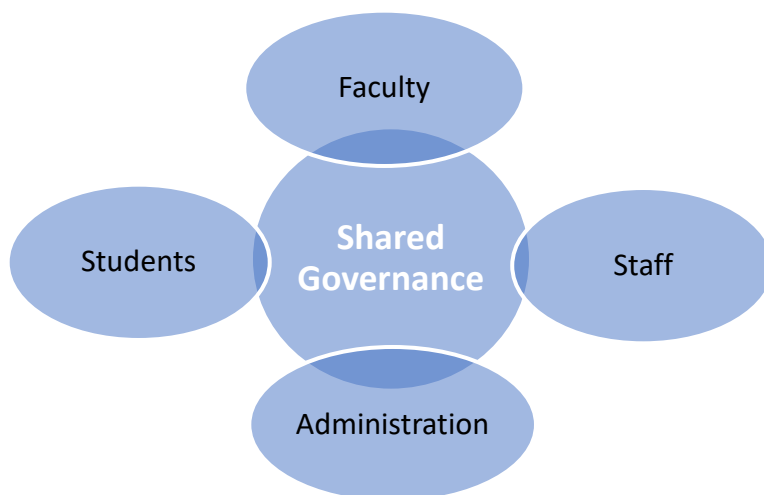
Section I: Annual Review (2025-2026)

Purpose: Report on accomplishments, outcomes, challenges, and activities completed during the current academic year.

This year's departmental assessments collectively reflect the institution's commitment to evidence-based decision-making and continuous improvement. Across academic affairs, student services, advancement, facilities, finance, and operations, several recurring themes and priorities emerged that helped shape institutional strategies, guide improvement efforts, and inform future planning initiatives.

Enhance Use of Shared Governance to Inform Instructional Strategy

Johnson College strengthened its shared governance model by incorporating feedback and recommendations from academic committees, faculty groups, and Program Advisory Committees into curriculum review, performance monitoring, and instructional planning.



How We Did It:

- During the 2025–2026 academic year, the College restructured its committee membership model to strengthen shared governance and ensure balanced representation from faculty, staff, and administration. A campus-wide survey allowed faculty and staff to select the committees on which they wished to serve, increasing engagement and participation. To further promote transparency and collaboration, all committee meeting notes and supporting documents are now posted on SharePoint, providing the campus community with open access to committee activities and reinforcing a culture of communication, accountability, and continuous improvement.
- Faculty representation on the Strategic Planning Committee grew to eight members, ensuring broad faculty input in the development of the College's next five-year strategic plan. This involvement broadened collaboration between faculty and administration,

promoted transparency in planning and assessment processes, and reinforced a culture of shared governance across the institution.

- The College continued to leverage Program Advisory Committees (PACs) as a vital component of curriculum review, program evaluation, and workforce alignment. During the annual Program Advisory Committee meeting in Spring 2026, industry professionals, employers, alumni, and community partners provided more than 45 recommendations to enhance academic programs, instructional delivery, and industry relevance. Notable outcomes included the placement of a MotoVac smoke machine for the Automotive Technology program on the institutional budget for purchase in 2026, and a recommendation from the Carpentry and Cabinetmaking program to transition courses to an integrated lecture/lab format, increasing hands-on learning opportunities and applied instruction.
- Ongoing collaboration between departments and institutional leadership supported continuous evaluation of academic programs and encouraged instructional innovation aligned with workforce and student needs. The General Education Program Director collaborated with the Architectural Drafting Technology Program Director to revise the curriculum by replacing Business 110 with English 107, ensuring stronger alignment with program-specific communication skills and workforce expectations.
- Faculty and staff actively contributed to strategic planning, accreditation, and institutional decision-making through committee meetings, interactive workshops, hands-on planning exercises, and campus-wide surveys. These engagement opportunities played a key role in refining the College's mission and vision statements, selecting a new institutional tagline, and shaping strategic goals and priorities, ensuring that institutional planning reflected the perspectives and expertise of the campus community.

Evaluate Implementation of Revised Online Learning Resources

Johnson College is committed to providing high-quality online learning experiences that promote student engagement, accessibility, and academic success. Through the integration of innovative instructional technologies, comprehensive faculty training, and continuous assessment of online course quality, the College strives to create dynamic and supportive virtual learning environments. Ongoing enhancements to online resources, learning management system tools, and student support services ensure that online learners have the guidance and flexibility needed to achieve their educational and career goals while maintaining the same standards of excellence expected across all instructional modalities.

How We Did It:

- Online courses are developed and reviewed using principles aligned with the nationally recognized, research-based Quality Matters (QM) Rubric, which emphasizes effective course design and student-centered learning. Key QM standards focus on clear course organization, measurable learning objectives, alignment of assessments and instructional

materials, meaningful learner engagement, effective use of technology, learner support resources, and accessibility for all students.

- During the 2025–2026 academic year, the Online Learning Committee conducted a comprehensive review and revision of the Online Learning Guide and Online Learning Manual to ensure they reflect current best practices and institutional expectations. The updated resources, which will take effect on July 1, 2026, enhance access to essential information, clarify expectations for faculty and students, and provide consistent guidance to support effective teaching, learning, and student success in online courses.
- The College maintained continuous evaluation for online course quality through the evaluation of student engagement, satisfaction, learning outcomes, course evaluations, and student feedback. Results were regularly analyzed to identify strengths, address opportunities for improvement, and support continuous enhancement of the overall online learning experience. Assessment Day survey results showed that an average of 85.47% of students reported positive experiences with online learning.
- Faculty training emphasized online course design, effective content delivery, student engagement, and best practices for virtual instruction. During the academic year, three dedicated training sessions on online teaching and course tools were offered, supported by the ongoing Teaching Tip Thursdays initiative. The Director of Academics was also available to provide assistance and guidance to adjunct and full-time faculty as needed. These efforts, reinforced through monthly faculty meetings, promoted collaboration and continuous improvement in online teaching and learning.

Student Success and Retention Efforts

Johnson College reinforced student success initiatives by expanding advising services, tutoring resources, orientation programming, mentoring opportunities, and flexible scheduling options. Student feedback informed improvements to support services, campus resources, and student engagement initiatives. Additional support was provided through ESL tutoring, military and veteran resources, Community HUB services, and expanded hybrid and online learning opportunities.

How We Did It:

- Enhancement of accessible academic support through tutoring services, responding to 89 tutoring requests and assisting an additional 18 students through walk-in tutoring sessions. These services offered students timely academic assistance, reinforced classroom learning, and contributed to student achievement and retention efforts.
- Maintained a six-member enrollment team dedicated to supporting recruitment, admissions, and student outreach efforts. The team included three Recruitment Advisors and was further enhanced through the addition of a new Enrollment and Campus Coordinator for the Hazleton campus. These staffing enhancements increased the College's capacity to engage prospective students, support enrollment growth, and expand regional recruitment initiatives across both campus locations.

- The Counseling and Disability Services department continued to improve academic outcomes and retention efforts through proactive outreach, early intervention, and comprehensive support services. The department served 119 students through accommodations, 44 through counseling, 28 through Essential Support, and 58 through test proctoring, while supporting a total of 123 registered students with disabilities. Through collaboration with faculty and staff, students received timely referrals for academic advising, tutoring, counseling, and other resources to address barriers to success. 86% of students reported satisfaction with counseling services and 87% with accommodation services, reflecting the College's commitment to persistence, academic achievement, and degree completion.
- A total of 127 students participated in internships during the 2025–2026 academic year, further strengthening the College's commitment to experiential learning and career preparation. Employer feedback remained overwhelmingly positive, with 98% of employers reporting that students were well prepared for their internship experiences. Career readiness initiatives included mock interview programs available to all students, more than 15 internship workshops, two Career Fairs, a Career Day event, and Tradesperson Week activities across both the Scranton and Hazleton campuses. Collectively, these experiences connected students with employers, enhanced professional skills, increased awareness of career pathways, and strengthened opportunities for student success, employment and industry engagement.
- The College regularly assessed student satisfaction through institutional surveys, focus groups, course evaluations, Assessment Day activities, and two Board of Trustees Mix & Mingle events that provided students with opportunities to share feedback directly with College leadership. Comments from course and instructor evaluations were routinely reviewed to identify opportunities for instructional and service improvements. During the 2025–2026 academic year, instructors received an average rating of 4.6 out of 5.0 on a Likert scale, reflecting strong student satisfaction with the quality of instruction. Collectively, these assessment activities provided valuable insights into academics, support services, and the overall student experience. Spring 2026 Assessment Day results further demonstrated positive student perceptions, with the College achieving an overall student satisfaction rate of 85.49%.
- The Community Engagement and Special Programs department expanded its impact through a growing network of community partnerships and workforce development initiatives. New collaborations with Charis Academy, the YMCA, and the PPL Education Grant program complemented existing partnerships to broaden educational access and strengthen regional engagement. Key initiatives included six Parent Pathways programs, 20 RISE participants, workforce training for more than 50 incarcerated individuals, and STEM Learning Labs serving approximately 90 students from regional school districts. The Community HUB further advanced student success by supporting more than 106 students, recording 123 food pantry visits, and providing Hunger Free Campus meals and wellness programming that helped reduce barriers to persistence and completion.

- Continued serving military-affiliated students through dedicated support services, educational benefits assistance, and student success resources. 44 military-affiliated students were enrolled, 50 students received military education benefits, and 11 military-affiliated students successfully completed their programs and graduated. These efforts reflect the College's ongoing dedication to supporting veterans, active-duty service members, and their families in achieving their educational and career goals.

Faculty and Staff Development Highlights

The College continued faculty and staff growth by investing in professional development, credentialing, industry certifications, advanced education, and leadership development opportunities. Through workshops, conferences, technology training, and instructional support initiatives, employees participated in professional learning related to instructional technology, advising strategies, emerging educational practices, and artificial intelligence tools, ensuring they remain well-equipped to support institutional goals and evolving workforce expectations.

How We Did It:

- During the academic year, the College strengthened its commitment to employee growth by offering 32 in-house professional development sessions attended by 189 participants and providing more than \$12,000 in external professional development funding. A dedicated \$5,000 Professional Development Scholarship further supported faculty and staff pursuing coursework, certifications, and licensure. Combined with leadership opportunities, committee involvement, and internal career pathways, these investments promoted professional growth, strengthened talent retention, and reinforced a culture of continuous learning.

	Professional Development & Training 32 in-house sessions with 189 participants supported instructional excellence and employee development.
	External Learning & Scholarships \$12,000 in external funding and a \$5,000 scholarship expanded opportunities for continuing education.
	Leadership & Career Growth Committee participation, succession planning, and internal career pathways supported employee advancement

- Regular review of assessment results was supported by the Office of Institutional Effectiveness through more than 30 one-on-one training sessions focused on Course Level Objectives (CLOs), Program Level Objectives (PLOs), and ongoing support services. Faculty and staff also regularly consulted with the Office of Institutional Effectiveness for guidance and assistance with the development, implementation, and reporting of annual and five-year periodic assessment activities. These collaborative efforts strengthened engagement in the assessment process, enhanced the analysis and use of student learning data, and informed continuous improvement initiatives across both academic programs and administrative departments.
- The College delivered 41 in-house professional development sessions for faculty designed to enhance instructional effectiveness and support innovation in teaching and learning. Training topics included D2L learning management system functionality, Edpuzzle, Nearpod, Hybrid and Online Teaching (HOT) strategies, J1Web, ALEKS, and the implementation of LockDown Browser technology for online monitoring. These ongoing training opportunities strengthened faculty proficiency with instructional technologies, promoted effective course delivery across multiple learning modalities, and supported the College's high-quality, student-centered education.

Community and Industry Partnerships

Johnson College expanded community and industry partnerships through internships, clinical placements, industry immersion experiences, Career Fairs, Program Advisory Committee engagement, STEM outreach activities, and workforce development collaborations. Partnerships with employers, community organizations, and regional agencies supported experiential learning opportunities, enhanced workforce alignment, and strengthened student career readiness. These events reinforced connections between students, graduates, and regional employers while supporting career exploration and workforce development.

How We Did It:

- Career Fairs engaged 171 employers and more than 665 students and alumni. The Hazleton campus hosted its inaugural Career Fair in Spring 2026, engaging 14 employers and 20 students and alumni.
- Expansion of Program Advisory Committee (PAC) membership and engagement, highlighted by increased industry participation and collaboration. More than 100 PAC members attended the 2026 Annual Program Advisory Committee Meeting, strengthening partnerships and reinforcing the College's alignment of academic programs with employer needs.
- The College continued to expand experiential and community-based learning opportunities that connected classroom instruction with real-world experiences. During the 2025–2026 academic year, students participated in 5 community service and volunteer projects, 13 off-campus field trips to industry partner sites, 22 on-campus guest

speaker presentations, and 23 service-learning and experiential learning projects, strengthening career readiness, civic engagement, and industry connections.

- The College strengthened collaboration with regional workforce development organizations and community partners through the active involvement of its leadership team, many of whom serve on local and regional boards, advisory councils, and professional organizations. This ongoing engagement helps the College remain connected to community and industry needs, strengthen strategic partnerships, and ensure academic programs and workforce initiatives continue to align with evolving regional economic and employment demands.
- The College offered 20 STEM engagement opportunities that promoted student involvement, career exploration, and awareness of careers in science, technology, engineering, and mathematics. Through hands-on activities, industry presentations, employer interactions, workshops, demonstrations, and outreach events, students connected with emerging technologies, explored career pathways, and engaged with industry professionals, reinforcing experiential learning and workforce development.
- The College expanded workforce engagement through a variety of industry visits and community outreach activities designed to introduce students and the community to emerging technologies and career pathways. Events such as Merit Badge College, 3D printing demonstrations, and participation in SkillsUSA competitions provided hands-on learning experiences while fostering technical skills, creativity, and career exploration. These initiatives expanded connections with industry partners, promoted experiential learning, and helped to develop the next generation of skilled professionals.
- College Relations broadened Johnson College's image, brand recognition, community visibility, and philanthropic support. Several initiatives achieved notable success. The Pathway to Innovation brick appeal exceeded its goal by 120%. The inaugural Frances and Ideal Saldi Hall Day of Giving raised over \$3,000 in its first year, demonstrating continued engagement and support from alumni, donors, and community partners. The department also enhanced its operational capacity through the promotion of the Coordinator to Development Services Manager, strengthening advancement and donor management functions. Institutional advertising and marketing materials were refreshed to more effectively communicate student success stories, career outcomes, and the value of a Johnson College education, further supporting recruitment, community awareness, and institutional advancement efforts.

2025–2026 Academic Year Summary

The 2025–2026 academic year was marked by continued growth, innovation, and collaboration across Johnson College. Building upon the accomplishments of the *Innovation at Work* strategic planning cycle, the College strengthened student success initiatives, expanded experiential learning opportunities, enhanced shared governance practices, and deepened engagement with industry and community partners.

Throughout the year, the College remained focused on delivering a high-quality, workforce-driven educational experience. Student support services, early intervention strategies, and the Community HUB provided comprehensive resources that contributed to persistence and academic success, while strong student satisfaction results reflected the positive impact of these efforts. Faculty and staff development remained a priority through expanded training opportunities, leadership development, and investments in professional growth.

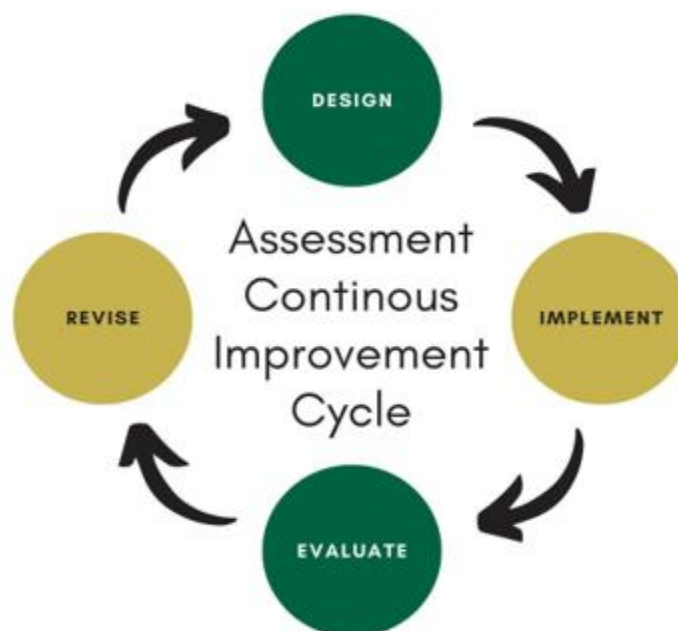
Academic programs continued to evolve in response to industry needs through active Program Advisory Committees, increased employer collaboration, and the integration of emerging technologies and innovative instructional practices. Community engagement was strengthened through service-learning projects, industry visits, outreach activities, and partnerships that connected students with real-world experiences and career pathways.

As the College concludes the final year of the *Innovation at Work* strategic plan, the accomplishments of 2025–2026 demonstrate continuous improvement, assessment-driven decision-making, and the preparation of graduates for success in an evolving workforce. These achievements provide a solid foundation as Johnson College begins implementation of its next strategic planning cycle, **Forging Futures Together**.

Section II: Innovation at Work: Five Years of Growth (2021-2026)

Johnson College's strategic planning reflects a continued progression of institutional development and organizational growth. The *Innovation at Work* phase represented a significant period of growth built upon prior transformation efforts, allowing the College to expand its capacity, strengthen operations, and enhance its impact across the institution and broader community. During this period of growth, Johnson College expanded academic offerings, increased workforce-aligned learning opportunities, strengthened industry and community partnerships, and enhanced student support services to better meet evolving educational and industry expectations.

This sustained growth was also reflected in enrollment expansion, increased experiential learning opportunities, facility and infrastructure improvements, and continued investment in faculty development, instructional innovation, and institutional effectiveness practices. As the College evolved, growth extended beyond enrollment and programs to include stronger community engagement, expanded workforce development initiatives, and enhanced operational and institutional effectiveness practices that supported long-term institutional sustainability. Collectively, these efforts positioned Johnson College to move beyond growth alone and toward a greater emphasis on measurable institutional impact, student achievement, and regional workforce contribution.



Outcomes and Growth

Over the 2021–2026 strategic planning cycle, Johnson College made significant progress in advancing its mission through the *Innovation at Work Strategic Plan*. The College strengthened student success outcomes, expanded academic programs, enhanced facilities, deepened industry partnerships, and supported continuous improvement initiatives. A key achievement was the establishment of a comprehensive culture of assessment, with 100% participation across all academic programs and administrative departments in the institutional assessment process, ensuring that data-informed improvement is embedded throughout the College.

Through strategic investments in people, programs, and infrastructure, Johnson College responded to evolving regional labor market demands while maintaining a strong focus on student achievement and career readiness. Growth in enrollment, in-field employment, academic offerings, and employer engagement demonstrates the College's continued success in preparing students for meaningful careers.

The College also advanced its culture of results informed decision-making through enhanced institutional effectiveness processes and expanded use of data across the institution. The Office of Institutional Effectiveness assessment results were regularly reviewed and utilized by faculty, staff, administrators, and leadership to inform planning, resource allocation, program improvement, and student success initiatives. Standardized templates, consistent reporting processes, and structured result-sharing practices improved transparency and collaboration while ensuring findings were communicated across departments.

Results review activities also emphasized the development of actionable improvement recommendations, fostering a continuous improvement mindset and reinforcing the use of data to support institutional effectiveness, informed decision-making, and greater integration of planning, budgeting, and resource allocation. These efforts strengthened planning and improvement across both academic and administrative areas while positioning the institution for future impact.

The following pages summarize the key outcomes, accomplishments, and growth achieved during the 2021–2026 strategic planning cycle and demonstrate how these efforts contributed to progress across each of the College’s strategic priorities. Through performance metrics, assessment results, and institutional data, these highlights demonstrate the impact of the *Innovation at Work* Strategic Plan and the progress made across the College over the past five years.

Goal Accomplishments (2021–2026)

Goal #1 - *Foster a culture of innovative instructional practices to enhance students' academic performance*

Academic Excellence – Forward Thinking - Throughout the 2021–2026 strategic planning cycle, Johnson College enhanced academic quality through expanded workforce-aligned programs, evidence-based planning, and continued investment in teaching and learning. Comprehensive program reviews and ongoing effectiveness processes ensured that academic offerings remained responsive to workforce demands, sustainable, and aligned with institutional priorities. Student feedback remained consistently strong, reflecting high-quality instruction, innovative learning environments, and continuous growth.

Innovative Teaching & Learning • New Chief Academic Officer • 12 new degree and certificate programs • Comprehensive program reviews • Curriculum enhancements aligned with employer needs • Future program exploration	Faculty Excellence • 429 faculty/staff engaged in professional development • 41+ in-house training opportunities • Faculty certifications and leadership development • Innovative teaching practices and continuous improvement
Technology & Flexible Learning • Expanded online, hybrid, and flexible formats • Industry Fast Track and Dual Enrollment pathways • Continuing education and pre-employment offerings • Modern instructional technologies	Student Success & Workforce Readiness • 4.6/5.0 average course & instructor rating • 87% overall student satisfaction • 3,000+ annual experiential learning hours • Over 100 internship participants annually • 150+ employer & PAC partners each year • 1,000+ students reached through outreach activities

Status: ✓ Substantially Achieved

Throughout the 2021–2026 strategic planning cycle, Johnson College advanced student success and academic excellence through a comprehensive approach that combined strong academic outcomes, innovative instructional practices, and expanded workforce partnerships. Guided by continuous evaluation, the College strengthened student support services, modernized curricula, expanded educational opportunities, and enhanced teaching and learning across all instructional modalities.

Academic Quality & Innovation

Academic quality and instructional innovation were elevated through strategic leadership, faculty development, and ongoing curriculum enhancement. In 2022, the College established the position of Chief Academic Officer, providing strategic oversight for academic planning, curriculum innovation, and student learning initiatives while strengthening alignment between academic operations and institutional priorities.

Throughout the planning cycle, approximately 429 faculty and staff members participated in professional development activities, with the College averaging more than 32 in-house training opportunities annually and increasing off-campus professional development funding by 160%. Investments in faculty certifications, leadership development, instructional technology, online learning resources, and revised instructional guidance materials further enhanced teaching effectiveness and student learning outcomes.

Program Expansion

Johnson College expanded access to career-focused education through the addition of 12 new degree and certificate programs aligned with emerging workforce needs and regional industry demands. New program exploration included Dental Hygiene, Plumbing, Collision Repair, and Pre-Allied Health. At the same time, comprehensive program reviews informed data-driven decisions regarding program sustainability and resource allocation. These reviews resulted in the pausing of the Heavy Equipment Technology program, the integration of Civil Design Technology curriculum into the Architectural Design Technology program, and the discontinuation of the Physical Therapist Assistant program following analyses of enrollment trends, costs, and licensure outcomes. The College also broadened educational access through flexible instructional formats, including online, hybrid, pre-employment, Industry Fast Track, Dual Enrollment, continuing education, and workforce training opportunities. Participation in Industry Fast Track and Dual Enrollment programs increased by 123.7%, while Mobile Training Laboratories, off-site instructional locations, and more than 20 STEM outreach activities reached over 1,000 students throughout the region.

Workforce Alignment

Workforce and continuing education initiatives experienced substantial growth during the 2021–2026 strategic planning cycle through the reorganization and rebranding of the College’s continuing education division. With the appointment of a new Director of Continuing Education in 2024, the division was transformed into WAVE (Workforce Advancement and Value-Added Education), broadening its reach across both the Scranton and Hazleton campuses and expanding access to workforce training, professional development, and lifelong learning opportunities. Enrollment increased by 115% between calendar years 2021 and 2025, growing from 323 to 694 participants, with an additional 338 enrollments recorded during Spring 2026 alone. This growth strengthened the College’s engagement with regional employers and community partners while further aligning continuing education programming with evolving workforce and economic development needs.

The opening of the Hazleton satellite campus at the CAN DO Training Center in Fall 2023 significantly expanded Johnson College's regional presence and workforce development impact. Enrollment grew by 86% between the Fall 2023 and Fall 2025 cohorts, demonstrating increasing demand for career-focused education across the greater Hazleton region. The campus strengthened relationships with local employers and community partners through the launch of its inaugural Career Fair in Spring 2026, the establishment of a Community Advisory Committee, and active participation in regional networking initiatives sponsored by the Hazleton and Schuylkill County Chambers of Commerce. Faculty and staff further enhanced industry engagement through employer site visits and collaborative outreach efforts, while events such as *Girls on Fire* promoted career exploration and workforce opportunities for future students. Together, these initiatives supported the continued expansion of workforce-aligned academic offerings designed to meet the evolving needs of the region.

Throughout the strategic planning cycle, the College continued to modernize and enhance curricula to ensure alignment with evolving industry standards and technological advancements. Curriculum revisions were informed by employer feedback, Program Advisory Committee recommendations, and comprehensive program reviews. Investments in emerging technologies, modern equipment, industry-specific software, electronic training manuals, and innovative instructional practices provided students with hands-on experiences that reflect current workplace environments. At the same time, the College strengthened its culture of assessment through the transition to a fully electronic General Education model. Comparing the 2023–2025 and 2024–2026 cycles, student learning outcomes improved across several key areas, including Writing Comprehension (+27.0%), Information Literacy (+20.37%), Critical Thinking (+15.15%), and Quantitative Reasoning (+12.07%). Areas identified for continued improvement, including Technology, Scientific Reasoning, and Oral Communication, have been incorporated into ongoing curriculum review and will inform future planning and results-informed decision-making initiatives under the **Forging Futures Together** strategic plan.

Collectively, these accomplishments demonstrate Johnson College's ability to provide a high-quality, student-centered educational experience grounded in academic excellence, workforce responsiveness, and innovation. By integrating assessment, instructional innovation, employer engagement, and comprehensive student support, the College has reinforced its ability to prepare graduates for success in an increasingly dynamic and technology-driven workforce.

Goal 2 - *Promote an inclusive environment to expand and support a diversified population*

Diversity – Equity

Access & Enrollment • Strategic Enrollment Management (SEM) Plan • Expanded recruitment in underserved communities • Outreach across Carbon, Columbia & Schuylkill counties • Growth in diverse and adult learner populations	Diversity & Inclusion • 7+ inclusive campus events annually • Girls on Fire & Women in Industry initiatives • Expanded STEM and community outreach • Inclusive programming and engagement opportunities
Student Support & Wellness • Individual tutoring • Community HUB & Hunger Free Campus initiatives • RISE, Parent Pathways, PETS & IFT support • Enhanced counseling and disability resources	Communication & Belonging • English & Spanish print materials • Expanded multilingual website resources • 75%+ of marketing materials reflect diverse representation • Gold Military Friendly School designation

Status: ✓ Achieved

Throughout the 2021–2026 strategic planning cycle, Johnson College furthered diversity, equity, inclusion, and student access through intentional enrollment strategies, expanded support services, and data-informed institutional planning. The implementation of a Strategic Enrollment Management (SEM) Plan prioritized the recruitment and retention of underserved and underrepresented populations while the Office of Institutional Effectiveness enhanced the College’s assessment framework through a more dynamic, student-centered, and evidence-based approach. These efforts created a flexible system that aligned institutional effectiveness practices, strategic priorities, and organizational effectiveness, strengthening the College’s ability to measure and demonstrate student learning and organizational effectiveness.

The College expanded Diversity and Inclusion initiatives, averaging more than seven annual campus events that engaged over 100 participants each year and fostered a welcoming, inclusive campus culture. Student demographic diversity continued to grow, including increases in ethnic and racial diversity, adult learners, military-affiliated students, Pell-eligible students, and non-traditional gender representation across academic programs. By the end of the planning cycle, nearly 60% of the student population was Pell-eligible, reflecting the College’s commitment to expanding educational opportunities for students with financial need. Outreach and recruitment

efforts were broadened through targeted admissions events, expanded marketing initiatives, and increased engagement across Carbon, Columbia, and Schuylkill counties.

Johnson College further enhanced accessibility and equitable access to information by providing key print materials in both English and Spanish and expanding multilingual website resources. More than 75% of institutional marketing and recruitment materials intentionally incorporated diverse images and messaging, ensuring that communications reflected the backgrounds and experiences of the communities the College serves. These inclusive communication strategies, combined with expanded digital accommodation processes, enhanced counseling and disability services, and accessible student support resources, helped create an environment where all students feel represented, valued, and supported.

Support for underserved and diverse student populations was further enhanced through grant-funded initiatives and targeted student success programs, including RISE, Industry Fast Track, Parent Pathways, PETS, and STEM outreach programming. Although 2026 marked the conclusion of the RISE pilot initiative, the College remained committed to sustaining and building upon the successful practices established through the program. The Community HUB, food pantry initiatives, and Hunger Free Campus partnerships addressed basic needs barriers by serving nearly 10% of the student body annually, with HUB support services experiencing a 19% increase in student utilization over the planning cycle.

The College also strengthened its support for military-affiliated students by earning the Gold Military Friendly School designation and expanding military-focused resources and programming. Community and student engagement continued to grow through initiatives such as Girls on Fire, Women in Industry, STEM outreach activities, and community service partnerships, creating meaningful pathways for participation, exploration, and belonging. Collectively, these efforts demonstrate Johnson College's efforts to advance diversity, equity, inclusion, and access while creating opportunities for all students to achieve academic success and career readiness.

Goal 3 - *Integrate student support systems in a meaningful way to foster success*

Student Experience – Student-Centered

Student Success • 68.12% average retention rate • 80.36% average persistence rate • 54.0% average graduation rate • 57% graduation rate exceeded peer average	Engagement & Student Support • Expanded Student Success & advising services • 100+ students utilize tutoring annually • Enhanced tutoring including ESL and online support • Community HUB and wraparound student resources
Career Readiness & Experiential Learning • 91.75% average in-field employment • Nearly 100 internships annually • Bi-annual Career Fairs • Hazleton Career Day launched	Student Experience & Innovation • 85.49% overall student satisfaction • 4.6/5.0 course & instructor ratings • 97 campus events across Scranton & Hazleton • 2,000+ annual event participants • Redesigned portal, D2L Insights & AI chatbot

Status: ✓ Substantially Achieved

The College maintained an average retention rate of 68.12% and an average persistence rate of 80.36%, reflecting its sustained focus on student progression and completion. Through the regular review of peer institution data from IPEDS and College ScoreCard, institutional performance was monitored against established benchmarks to identify opportunities for improvement. Student completion outcomes remained strong, with an average graduation rate of 54.0% across two-year associate degree and one-year certificate programs. Johnson College also outperformed its peer institutions, achieving a 57% graduation rate, exceeding the peer average of 52% by five percentage points.

Career readiness and workforce alignment continued to be hallmarks of the Johnson College experience. The College maintained an average in-field employment rate of 91.75% over the past four years, demonstrating continued success in preparing graduates for careers directly related to their programs of study. Nearly 100 students annually participated in internships, clinical experiences, service learning, and other forms of experiential education, while more than 3,000 hours of experiential and clinical learning activities were completed each year across academic

programs. Employer engagement remained strong through Career Fairs, industry visits, guest speakers, and Program Advisory Committee collaboration involving more than 150 employers and industry representatives annually. In addition, the first Hazleton Career Fair, held in Spring 2026, brought together 14 employers and 20 student participants, strengthening regional workforce partnerships.

Student satisfaction and engagement remained consistently high throughout the planning cycle. The most recent student satisfaction assessment reported an overall satisfaction rate of 85.49%, while the Ruffalo Noel Levitz Student Satisfaction Inventory recorded a 71% satisfaction rate, with results meeting or exceeding regional and national benchmarks. Students also consistently rated their educational experience positively, with course and instructor evaluations averaging 4.6 out of 5.0 for two consecutive years. Campus life and engagement opportunities expanded substantially, with 48 events hosted at the Scranton campus and 49 events at the Hazleton campus, including educational programs, leadership activities, wellness initiatives, career development events, and orientation programming. These activities fostered a strong sense of belonging and contributed to increased student engagement across both campuses.

The College enhanced the student experience through expanded academic support services, tutoring, advising, and student engagement initiatives. Student Success services were restructured to provide a more integrated support model, while advising capacity increased through the addition of academic advisors and the broader integration of Student Success Coordinators. More than 100 students annually utilized tutoring services through online, in-person, Zoom, and English as a Second Language (ESL) formats. Student onboarding and transition support were strengthened through orientation programming, D2L learning management system training, and the implementation of innovative student support technologies, including a redesigned student portal, D2L Insights for engagement monitoring, AI chatbot initiatives, and the Jenzabar Student Information System. Expanded articulation agreements, Prior Learning Assessment opportunities, Community HUB services, and partnerships with organizations such as the Scranton Public Library further broadened access to student resources and support.

Goal 4 – Enhance industry and community relationships for the mutual benefit of students and the marketplace

Community Partnership – Collaboration

Industry Partnerships • Expanded employer and community partnerships • 100+ Program Advisory Committee members • 18 President & CEO industry site visits • Employer feedback integrated into planning	Workforce Development • 87 WAVE workforce development offerings • 45% increase in programming • Expanded education and training partnerships • Regional industry collaborations
Career & Experiential Learning • Nearly 100 internships annually • 160+ employers & 500+ Career Fair participants • Industry immersion and guest speakers • Field trips and workforce events	Community Engagement & Outreach • Celebration of Industry launched • Tradesperson Week engaged 160+ students • Community Trunk-or-Treat welcomed 1,200+ attendees • Dr. Katie video series increased visibility

Status: ✓ Achieved

Throughout the 2021–2026 strategic planning cycle, Johnson College significantly strengthened partnerships with industry leaders, employers, educational organizations, and community stakeholders to advance workforce development, experiential learning, and regional economic impact. Through expanded employer collaboration, active Program Advisory Committee engagement, and increased workforce outreach initiatives, the College provided responsive, industry-focused education that prepares graduates for success in high-demand careers. These partnerships enhanced opportunities for internships, clinical placements, field experiences, and career exploration while ensuring that academic programs remained aligned with evolving workforce needs and employer expectations.

The College maintained strong employer engagement through annual Career Fairs involving more than 160 employers and over 500 students and alumni participants each year, while nearly 100 students annually participated in internships, clinicals, and other experiential learning opportunities. More than 100 industry representatives served on Program Advisory Committees annually, providing valuable feedback that informed curriculum enhancements, program planning, and the integration of workforce trends into academic offerings. Industry collaboration was further enhanced through regular site visits conducted by the President & CEO and academic leadership, employer partnerships, guest speaker presentations, field trips, and workforce development events that connected students directly with professionals and career opportunities.

Johnson College further strengthened its commitment to workforce development and lifelong learning through the expansion of Workforce Advancement & Value-Added Education (WAVE). Over the course of the strategic planning cycle, workforce programming grew by approximately 45%, reaching 87 workforce development offerings by the end of the period. Through strategic partnerships with regional employers, community organizations, and industry leaders, WAVE expanded access to workforce training, responded to evolving labor market demands, and advanced the College's role in supporting economic growth and career advancement throughout Northeastern Pennsylvania.

Additional partnerships with regional industries, transportation organizations, high schools, and workforce training providers broadened educational pathways and strengthened the regional talent pipeline. Community engagement remained a cornerstone of the College's mission, with initiatives such as Tradesperson Week, STEM camps, volunteer and service-learning projects, and the annual Community Trunk-or-Treat event engaging more than 1,200 community members. Tradesperson Week alone connected more than 160 students and regional employers, providing meaningful opportunities for career exploration and industry interaction.

To further elevate institutional visibility and community engagement, the College launched signature events such as the inaugural Celebration of Industry, bringing together employers, government officials, alumni, and community partners to recognize workforce collaboration and strengthen regional relationships. The Marketing Department also expanded outreach through a series of videos featuring Dr. Katie that highlighted academic programs, workforce initiatives, facility enhancements, and institutional achievements. These communications provided prospective students, employers, alumni, and community stakeholders with regular updates on the College's growth, innovation, career-focused education, and workforce preparedness initiatives. Collectively, these initiatives enhanced the College's regional presence, strengthened industry partnerships, and created lasting benefits for students, employers, and the communities Johnson College serves.

Goal 5 – Optimize resources to reflect our continued commitment to responsible growth

Institutional Sustainability – Advancement

Facilities & Infrastructure • Opened Ideal Saldi Hall and Bracey Hall • Expanded HVAC & Building Trades space • Centralized Health Sciences Center • Relocated Computer Information Technology program	Growth & Workforce Expansion • Hazleton Campus enrollment increased 86% • Expanded workforce-focused academic offerings • Aviation Program expanded at AVP Airport • Expanded regional workforce training capacity
Technology & Campus Security • Completed network security enhancements • Conducted penetration testing & phishing simulations • Implemented electronic swipe-access systems • Expanded campus surveillance and monitoring	Sustainability & Stewardship • Secured funding through multiple grants • Strategic budgeting and resource alignment • Enhanced learning environments and infrastructure • Reinforced long-term institutional sustainability

Status: ✓ Substantially Achieved

Throughout the 2021–2026 strategic planning cycle, Johnson College strengthened institutional sustainability through strategic investments in facilities, technology, operational planning, and resource alignment. Campus expansion projects, grant funding, and targeted enhancements to academic and workforce training environments supported continued institutional growth while improving the overall student learning experience. Ongoing assessment, strategic budgeting, and infrastructure improvements supported long-term institutional effectiveness, responsible stewardship, and workforce responsiveness.

A major focus of these efforts was the expansion and modernization of campus facilities. Ideal Saldi Hall serves as the gateway to Johnson College, providing a welcoming and modern entrance that supports admissions, student services, and campus engagement. Bracey Hall further improved the learning environment by providing flexible instructional and collaborative spaces equipped with updated technology and resources that support student success, workforce preparation, and industry collaboration.

The College also enhanced specialized learning environments to better align with evolving workforce demands. The reorganization of the Health Sciences Center created a centralized hub for all Health Science programs, improving operational efficiency, expanding access to specialized laboratories, and fostering interdisciplinary collaboration. Similarly, the relocation of the Computer Information Technology program provided students with updated instructional space and greater access to modern technologies and specialized equipment, creating enhanced opportunities for hands-on learning and technical skill development. The expansion of the

Aviation Program at the Wilkes-Barre/Scranton International Airport further strengthened workforce training by providing students with real-world experience in an authentic aviation environment and direct access to industry resources and partnerships.

Johnson College also expanded its regional footprint through the opening and growth of the Hazleton Campus, where enrollment increased by 86% over the planning cycle. The campus broadened access to workforce-focused education through the addition of multiple academic and career training programs, extending the College's mission to new communities and strengthening regional workforce development. These growth initiatives were further supported by the successful acquisition of multiple grants that provided funding for facility improvements, equipment modernization, and expanded educational opportunities.

To ensure that institutional growth was supported by a secure and resilient technology infrastructure, the College completed comprehensive network security assessments, penetration testing, and phishing simulations while enhancing campus safety through the implementation of electronic swipe-access systems and the installation of additional surveillance cameras across campus. These investments improved access control, increased monitoring capabilities, and strengthened cybersecurity preparedness, helping provide a safe, secure, and innovative learning environment for students, faculty, staff, and visitors.

Stakeholder Engagement: A Foundation for Strategic Success

Throughout the 2021–2026 strategic planning cycle, stakeholder engagement served as a cornerstone of Johnson College’s strategic planning and institutional improvement efforts. Collaboration among faculty, staff, students, employers, Program Advisory Committee (PAC) members, the Board of Directors, alumni, and community partners helped ensure that College initiatives remained responsive to evolving educational, workforce, and regional needs.

Faculty and staff played an active role in shaping institutional priorities through committee service, assessment activities, strategic planning workshops, and campus-wide surveys. These opportunities fostered a culture of shared governance, transparency, and collaboration while encouraging broad participation in planning, accreditation, and continuous improvement initiatives. Student voice was equally important, with feedback gathered through surveys, focus groups, course evaluations, Assessment Day activities, and Board of Trustees Mix & Mingle events. These engagement opportunities provided valuable insight into the student experience and informed enhancements to academic programs, support services, and campus life.

Strong partnerships with employers and Program Advisory Committee members ensured that academic offerings remained aligned with workforce needs and emerging industry trends. Employer feedback, advisory committee recommendations, guest speakers, site visits, and experiential learning opportunities strengthened curriculum development and expanded career pathways for students. In addition, the active involvement of the Board of Directors and community partners reinforced the College’s mission by supporting strategic initiatives, promoting regional collaboration, and strengthening connections between Johnson College and the communities it serves.

Collectively, these relationships created a collaborative framework for strategic decision-making, institutional effectiveness, and student success. By engaging stakeholders across all levels of the institution and broader community, Johnson College strengthened its ability to adapt, innovate, and prepare graduates for meaningful careers while building a strong foundation for the Forging Futures Together Strategic Plan.

Lessons Learned, Areas for Improvement, and Lasting Impact

The 2021–2026 strategic planning cycle provided valuable insights into the factors that contribute to institutional success and long-term sustainability. One of the most significant lessons learned was the importance of maintaining flexibility in planning and decision-making. As workforce demands, enrollment trends, technology, and student expectations continued to evolve, the College benefited from a strategic framework that allowed it to adapt while remaining focused on its mission and long-term priorities.

The planning cycle also reinforced the value of stakeholder engagement and the effective use of data to guide institutional improvement. Regular performance monitoring and feedback from students, faculty, staff, employers, alumni, Program Advisory Committees, and community partners strengthened institutional effectiveness and helped ensure that academic programs and student support services remained aligned with both workforce needs and student expectations.

In particular, the College recognized the importance of conducting more intentional workforce and employer needs evaluations, including surveys and environmental scans, to better anticipate emerging industry trends and regional labor market demands. At the same time, expanding research into student needs, experiences, and career aspirations will help ensure that educational pathways, support services, and workforce preparation initiatives continue to match employer expectations and create successful career outcomes for graduates.

The assessment process also highlighted the importance of continuously evaluating and strengthening student learning outcomes. As the College moves into its next strategic planning cycle, additional emphasis will be placed on assessing the effectiveness of General Education competencies that are infused throughout each program of study. Rather than existing as stand-alone concepts, these foundational skills, including communication, critical thinking, information literacy, quantitative reasoning, and technological proficiency, are intentionally integrated across the curriculum to support both academic achievement and workforce readiness. Ongoing evaluation of these embedded learning outcomes will help ensure that graduates develop the broad competencies and professional skills sought by employers.

While significant progress was achieved, opportunities for continued improvement remain. Looking ahead, the College will prioritize enhanced assessment analytics, improvements in retention and completion outcomes, expanded stakeholder communication, and the continued evaluation of emerging technologies that influence teaching, learning, workforce preparation, and student support. Greater integration of workforce intelligence, employer feedback, student success data, and embedded General Education assessment results will strengthen the College's ability to proactively respond to changing educational and economic landscapes.

The impact of the 2021–2026 Strategic Plan extends beyond the achievement of individual goals. The College strengthened its culture of institutional effectiveness practices, expanded industry and community partnerships, modernized academic programs and facilities, and enhanced student support services. These accomplishments provide a strong foundation for the **Forging Futures Together** Strategic Plan and position Johnson College to build upon its success in the years ahead.

Transition to the Forging Futures Together Strategic Plan

The accomplishments, challenges, and lessons learned throughout the *Innovation at Work* Strategic Plan provided the foundation for the development of Johnson College's next strategic framework, *Forging Futures Together*. Through comprehensive assessment, stakeholder engagement, environmental analysis, and evaluation of institutional outcomes, the College identified opportunities to build upon its successes while addressing emerging workforce, educational, and community needs.

The results of the 2021–2026 planning cycle informed the establishment of new priorities, refined institutional goals, and reinforced alignment between strategic initiatives, data-informed planning, resource allocation, and institutional effectiveness. The new strategic priorities build upon achievements from the *Innovation at Work* cycle while addressing opportunities identified through assessment, stakeholder feedback, and environmental analysis.

As Johnson College moves forward, *Forging Futures Together* represents an evolution from a period of growth and expansion to a renewed emphasis on impact. This next phase will focus on measuring meaningful outcomes, enhancing workforce relevance, strengthening stakeholder engagement, and ensuring the long-term sustainability of the institution. Guided by the theme of **Impact**, the new strategic plan positions Johnson College to build upon its momentum and continue transforming lives through career-focused education and workforce development.

Conclusion

The *Innovation at Work Strategic Plan* advanced Johnson College through measurable improvements in student success, academic quality, workforce partnerships, facilities, and institutional effectiveness. Through strategic investments and meaningful stakeholder collaboration, the College strengthened its ability to respond to evolving educational and workforce needs while remaining grounded in its mission of providing career-focused, hands-on education.

The accomplishments highlighted throughout this report represent the culmination of five years of collaborative planning and institutional growth across every area of the College. The Office of Institutional Effectiveness maintains a comprehensive archive of annual reports, outcomes, and supporting documentation from the 2021–2026 strategic planning cycle, providing a detailed record of institutional progress and serving as a resource for faculty, staff, and other stakeholders.

These achievements provide a strong foundation for the Forging Futures Together Strategic Plan. Building upon the momentum of the past five years, Johnson College is well-positioned to focus on meaningful impact, student achievement, workforce alignment, and long-term sustainability while continuing to transform lives through career-focused education and service to the industries and communities the College supports.