

Lewis-Clark State College Strategic Plan

Office of Institutional Research & Effectiveness

FY 2027 – FY 2031



STRATEGIC PLAN FY 2027 - 2031



Submitted July 2026

MISSION STATEMENT

Lewis-Clark State College prepares students to become successful leaders, engaged citizens, and lifelong learners.

VISION STATEMENT

Idaho's college of choice for an educational experience that changes lives and inspires a commitment to Idaho's learning and civic engagement.

Systemwide Performance Measures

Student Access: LC State Annual Enrollment

Annual Enrollment	FY 22 (2021-22)	FY 23 (2022-23)	FY 24 (2023-24)	FY 25 (2024-25)	FY 26 (2025-26)	FY 27 (2026-27) Benchmark	FY 31 (2027-28 thru 2030-31) Benchmark
HC	4,636	4,661	4,674	4,871	Not Yet Available	5,000	5,000
FTE	2,464	2,438	2,435	2,561	Not Yet Available	3,000	3,000

- Source: PSR 1 Annual Enrollment Report
- Definition: The sum of unduplicated headcounts and average full-time equivalent (FTE) enrollments across the terms of the academic year.
- Benchmarks: LC State's target enrollment for fall term is 3,000 FTE and 4,000 headcount (HC). Annualizing the fall headcount across all three terms (summer, fall, and spring) brings the unduplicated annual headcount goal to 5,000 HC. FTE does not need to be annualized, since it is already calculated as an average across terms.

Student Retention: LC State Retention Rate

Retention	FY 22 (2021-22)	FY 23 (2022-23)	FY 24 (2023-24)	FY 25 (2024-25)	FY 26 (2025-26)	FY 27-31 (2026-27 thru 2030-31) Benchmark
First-Time, Full-Time, Baccalaureate-Seeking, Students	63%	64%	61%	65%	Not Yet Available	70%

- Source: IPEDS
- Definition: The retention or proportion of first-time, full-time, baccalaureate-seeking students who start college in summer or fall terms and re-enroll by the following fall term of the subsequent academic year.
- Cohort Context Note: The IPEDS first-time, full-time, baccalaureate-seeking cohort for Fall 2024 consisted of 367 students, representing < 10% of LC State's total Fall 2024 headcount.
- Benchmarks are based on the average retention rates of all State Board approved peer institutions and will be updated as IPEDS data are released.

Student Success: LC State 150% of Time Graduation Rate

First-Time Full-Time Cohorts	Attainment w/in 150% Time	FY 22 (2016 Cohort)	FY 23 (2017 Cohort)	FY 24 (2018 Cohort)	FY 25 (2019 Cohort)	FY 26 (2020 Cohort)	FY 27-31 (2021-25 Cohorts) Benchmark
All First-Time, Full-Time Students	Bacc., Assoc, & Certificates	35%	45%	40%	39%	Not Yet Available	45%

- Source: IPEDS
- Benchmarks are based on the average graduation rates of all State Board approved peer institutions and will be updated as IPEDS data are released.

Student Affordability: LC State Average Net Price

Net Price	FY 22 (2021-22)	FY 23 (2022-23)	FY 24 (2023-24)	FY 25 (2024-25)	FY 26 (2025-26)	FY 27-31 (2026-27 thru 2030-31) Benchmark
\$	\$11,476	\$12,508	\$15,917	\$14,249	Not Yet Available	\$14,006

- Source: IPEDS
- Definition: Average net price for full-time, first-time degree-seeking undergraduates paying the in-state tuition rate who were awarded grant or scholarship aid from federal, state or local governments, or the institution.
- Benchmarks are based on the median net price of all State Board approved peer institutions and will be updated as IPEDS data are released.

Institutional Performance Measures

High Quality Program Outcomes: Professional Exam Licensing & Certification Pass Rates

Exam	Row Type	FY 22 (2021-22)	FY 23 (2022-23)	FY 24 (2023-24)	FY 25 (2024-25)	FY 26 (2025-26)	FY 27-31 (2026-27 thru 2030-31) Benchmark
NCLEX: Registered Nurse	LC State	92.8%	90.8%	97.3%	97.6%	Not Yet Available	Exceed National Average
NCLEX: Registered Nurse	Benchmark: Nat'l Ave.	82.3%	80.2%	93%	89.7%	--	--
ARRT: Radiology	LC State	90%	73%	93%	89.5%	Not Yet Available	Exceed National Average
ARRT: Radiology	Benchmark: Nat'l Ave.	83.5%	84%	82%	85.8%	--	--
PRAXIS: Teacher Education	LC State	86.0%	89.7%	90.6%	94.5%	Not Yet Available	Exceed State Average
PRAXIS: Teacher Education	Benchmark: State Ave.	86.7%	88.9%	89.6%	91.8%	--	--
ASWB: Social Work	LC State	66.7%	73.3%	84.2%	Not Yet Available	Not Yet Available	Exceed National Average
ASWB: Social Work	Benchmark: Nat'l Ave.	64.5%	67.9%	67.2%	--	--	--
Workforce Training: CNA	LC State	57%	65%	84%	80%	Not Yet Available	Exceed State Average
Workforce Training: CNA	Benchmark: State Ave.	70%	70%	70%	70%	--	--

- Definition: The proportion of test takers who pass professional licensure or certification exams.

LEWIS-CLARK STATE COLLEGE

Strategic Cornerstones

FY 2027 – 2031 • June 2026

LC State's four cornerstones are intentionally forward-looking. While honoring the strong foundation built in the previous strategic plan, this framework is oriented toward the future—growing and reshaping the student body, expanding healthcare education across the region, and sustaining the operational efficiency that makes LC State Idaho's highest-value four-year institution. LC State's four cornerstones serve as the institutional goals of this strategic plan. The objectives and initiatives listed under each cornerstone are the measurable actions by which progress toward each goal will be tracked.

Enrollment Goals

All four cornerstones are calibrated to achieve LC State's targets—calculated to ensure long-term financial viability: **3,000 FTE** and **4,000 headcount** as fall term targets. Cornerstone 1 enables growth. Cornerstones 2 and 3 reshape the composition of the student body. Cornerstone 4 ensures the institution can sustain it.

Strengthening Our Student-Centered Foundation

Building on the gains of the previous strategic plan—where LC State deeply embedded the principle of *connecting learning to life* and realigned its quality efforts to meet evolving student needs—this cornerstone consolidates that foundation and accelerates its momentum. It is the operating platform on which enrollment growth rests.

Co-Curricular Pathways & Career Readiness

- Verify continued alignment of co-curricular pathways to reinforce academic programs and real-world career outcomes. Continue work-based learning, internships, and employer-connected credentials.
- Scale career readiness initiatives (e.g., co-curricular leadership and career certificates) across student populations, including dual-enrollment, transfer, and adult learners.

Recruitment, Outreach & Access

- Embed and continually reinforce a campus culture of shared enrollment (recruitment and retention) responsibility.
- Reinforce marketing campaign investment and initiatives targeting rural, traditional and non-traditional student markets.
- Expand access through program innovation, stackable credentials (Workforce Training (WFT) to and through graduate programs), and flexible delivery (face-to-face (F2F), online, hybrid, mixed modality).
- Deepen partnerships with K-12, workforce agencies, tribal entities, and community organizations (e.g., Middle School/H.S. CTE pathways, Technical Advisory Committee input, targeted workforce specific certificates via WFT).

Student-Centered Support Services

- Support and strengthen one-stop services (e.g., admissions, registrar, advising/academic coaching, financial aid, student accounts; as well as student support services - tutoring, writing lab, etc.) to increase persistence and completion.
- Deploy data-informed interventions to identify and support students at risk of stopping out (e.g., Retention Alert, Therapy Assisted Online counseling support).
- Foster a campus environment where every student has access to and is aware of the support and resources needed to succeed.

Associated Performance Measures

Student Access (Annual Enrollment); Student Retention (Retention Rate); Student Success (150% Graduation Rate); Student Affordability (Average Net Price); High Quality Program Outcomes (Professional Licensing & Certification).

CORNERSTONE

2

LC State Elevate — Leading Idaho in Nontraditional Education

LC State Elevate positions Lewis-Clark State College (LC State) as Idaho’s leader and innovator in non-traditional education. Traditional college-age students remain a valued and important part of LC State’s student-centered mission, and the college will continue to recruit and support them vigorously. However, this population is in structural demographic decline regionally and nationally, making it essential that LC State broaden the composition of its student body—intentionally growing adult learners, working professionals, and underserved populations—to achieve the enrollment levels required for long-term financial viability.

Enrollment Growth Priorities

- Adult Learners — Significant growth across the adult learner population, branded as “LC State Elevate,” Idaho’s leader in nontraditional education.
- Online & Hybrid Learners — Expanded reach through flexible, affordable course formats that accommodate the complex lives of working adults, parents, and place-bound students.
- Graduate Programs — Substantial increase in graduate enrollment, anchored in healthcare education, positioning LC State as north Idaho’s graduate healthcare leader.
- Industry BAS (“Run the Business”) — Continued growth in employer-connected baccalaureate completion.
- Accelerated BAS (“Three-Year Degree”) — Launch and scale a new accelerated pathway for working adults.
- Portfolio / Credit for Prior Learning — Aggressive expansion to recognize and credential life and work experience.
- CTE+ — Develop new pathways for adults to retool for workforce reentry.
- Prison Education — Continued growth; brand as Idaho’s leader in corrections education.
- Adult Learning Center (GED) and Work Force Training (short-term, workforce specific certificates).

Pipeline & Infrastructure Strategy

- Position the Adult Learning Center, Workforce Training, and Small Business Development Center as feeder pipelines into LC State Elevate programs, including Portfolio / Prior Learning Assessment.
- Launch the Elevate brand campaign (June 2026 target): news release, digital advertising, LinkedIn targeting, and a quality-built website.

- Deploy AI-assisted and targeted digital outreach to reach working adults where they are.
- Conduct annual campaign reviews (July 2027, July 2028) to refine strategy and messaging.
- Taken together, growth across the Elevate sub-categories—online and hybrid learners, adult learners, Portfolio/Prior Learning, Industry BAS, Accelerated BAS, CTE+ (e.g., P.M./weekend technical industrial cohorts), and Prison Education—is projected to contribute over 100 additional headcount by FA (fall) 2029. This estimate includes graduate enrollment growth, a portion of which is also reflected in the Healthcare Education cornerstone is not included in this range.

Associated Performance Measures

Student Access (Annual Enrollment); Student Retention (Retention Rate); Student Success (150% Graduation Rate); High Quality Program Outcomes (Professional Licensing & Certification).

CORNERSTONE

3

LC State as the Comprehensive Healthcare Education Provider serving North Central Idaho

LC State has and is continuing to strategically expand its healthcare program portfolio to become the definitive healthcare education center for north-central Idaho—serving communities from McCall through Lewiston to Coeur d’Alène. LC State’s healthcare legacy runs deep: nursing education has been a cornerstone of the institution since 1965, with associate degrees offered from the outset and bachelor’s degrees added in 1975. This cornerstone builds on that six-decade foundation, accelerating expansion in degree-granting capacity, program breadth, and regional partnerships.

Strategic Intent

- Solidify programmatic position as the comprehensive healthcare education provider for north-central Idaho—offering a full continuum of programs from entry-level workforce training through graduate degrees (e.g., MSN – Nursing Leadership in Healthcare & Direct Entry)
- Ensure that students can enter, advance, and complete at every level—from a Certified Nursing Assistant (CNA) certificate to a master’s degree—without leaving the region.
- Establish LC State as the degree-granting institution of record for healthcare cohorts across the region, formalizing its role through consortia, MOUs, and articulation agreements with Idaho State University (ISU), University of Idaho (UI), North Idaho College (NIC), College of Eastern Idaho (CEI), College of Western Idaho (CWI), and other partners.
- Build and sustain guaranteed admission pathways that extend student opportunity into advanced-practice and specialized fields beyond LC State’s own offerings—accomplished through partnerships with Idaho peer institutions including ISU, UI, and Idaho College of Osteopathic Medicine (ICOM).

Workforce Training Programs (Non-Credit)

- **Existing:** Phlebotomy, CNA, Emergency Medical Technician (EMT), Assistance with Medications, Medical Billing & Coding, Pharmacy Technician, Dental Assisting.
- **Planned:** Mammography Certificate (FA [fall] 2026, online with practicum; pathway to Breast Sonography); Breast Sonography Certificate (FA 2026, online with practicum; pathway to Sonography AAS); Peri-Operative Nursing Certificate (FA 2026, online with practicum); Critical Care Nursing Certificate (exploration underway); Central/Sterile Processing Certificate (FA 2027, pathway to Surgical Technology AAS).

Academic Certificates

- **Existing:** Medical Assistant, Medical Administrative Assistant, Medical Biller/Coder, Medical Receptionist, Medical Transcription, Nursing Management & Leadership, Graduate Nursing Management & Leadership, Sport Coaching Graduate Certificate (transfers to ISU Master of Physical Education and Master of Public Administration).
- **Planned/Active:** Paramedic Science Academic Certificate — ISU program on LC State's campus (initiated FA 2025).

Applied Associate of Science Degrees (AAS)

- **Existing:** Medical Assistant, Medical Administrative Assistant, Dental Assisting (NIC program on LC State's campus).
- **Planned:** Physical Therapist Assistant — consortium with three community colleges (FA 2026); Medical Lab Technology — consortium with three community colleges (SP [spring] 2027); Sonography— stand-alone, curriculum approval in process (FA 2026 or FA 2027); Occupational Therapy Assistant — proposed consortium with ISU (FA 2027 or FA 2028); Respiratory Therapy — proposed consortium with ISU (FA 2027 or FA 2028); Surgical Technology — proposed consortium with NIC or stand-alone (FA 2028–FA 2029), Health Studies (FA 26).

Associate of Science Degrees

- **Existing:** Radiographic Science, Paramedic Science (ISU program on LC State's campus, initiated FA 2025)

Bachelor's Degrees

- **Existing:** Health Studies, Bachelor of Science in Nursing (BSN), Radiographic Science, Computed Tomography, Business Administration: Healthcare Management Emphasis, Exercise Science, Kinesiology.
- **Planned:** Paramedic to BSN — initial exploration underway.

Master's Degrees

- **Existing/Active:** Master of Science in Nursing (MSN): Nursing Leadership in Healthcare (stand-alone, FA 2024); Master of Science in Athletic Training (MSAT) — 3+2 with ISU Master of Science in Athletic Training (MSAT) — 3+2 with UI; Master of Public Health — 3+2 with ISU.

- **Planned:** Direct-Entry Master of Science in Nursing (FA 2026); Master of Physician Assistant (MPAS) — partnership with ISU, LC cohort MOU pending (FA 2027 earliest, likely FA 2028); MSN Nursing Education — potential ISU partnership (FA 2027); Doctor of Physical Therapy (DPT) — ISU partnership, MOU for guaranteed admission in place, LC cohort under exploration (FA 2028); Master of Occupational Therapy — ISU partnership, MOU for guaranteed admission in place, LC cohort under exploration (FA 2028); Master of Social Work — Social Work Director exploring (timeline TBD).

Articulation Agreements & Guaranteed Pathways

- Idaho College of Osteopathic Medicine (ICOM) — Guaranteed interview for qualifying LC State graduates.
- ISU, Doctor of Pharmacy — Articulation agreement with 2 guaranteed admission seats for LC State graduates.
- ISU, Master of Occupational Therapy — Articulation agreement with 2 guaranteed admission seats for LC State graduates.

Enrollment & Financial Impact

- Healthcare program expansion—across all credential levels—is a primary driver of LC State’s enrollment goals and the intentional broadening of its student population required for institutional financial viability.
- Maturing existing and planned academic programs identified in this cornerstone have anticipated accreditation regulated cohort capacities totaling approximately 60–80 new students per year at full implementation. Because most are cohort-based programs in which students enroll full-time or near-full-time over two or more years, steady-state headcount from these programs alone is estimated in the range of 120–160 additional students—not including workforce training certificates, for which capacities are still being determined.
- Graduate program growth, anchored in healthcare, is a key contributor to the FTE and headcount targets required for long-term institutional health.
- Market LC State’s full healthcare portfolio on campus and across the region; position as “North Idaho’s Healthcare Education Leader.”

Academic Affairs Reorganization

A restructured Academic Affairs organization systematically supports these efforts. Health Professions is consolidated under a unified Dean structure—spanning Nursing, Allied Health, Radiographic Science, Social Work, and the Healthcare Education Center—creating the organizational coherence and leadership capacity needed to execute program expansion at regional scale. Direct partnership pathways at two-year, four-year and graduate levels are embedded within this structure. Clinical and advising support is aligned to the expanded program portfolio. Specialized and programmatic accreditation is addressed explicitly: accreditation liaison roles are embedded within Nursing, Radiographic Science, and Social Work at the unit level, while a dedicated Programmatic Accreditation function under the Assistant Provost provides institution-wide coordination—ensuring LC State can manage the accreditation demands of a growing healthcare portfolio without compromising compliance or program integrity.

Associated Performance Measures

Student Access (Annual Enrollment); Student Retention (Retention Rate); Student Success (150% Graduation Rate); High Quality Program Outcomes (Professional Licensing & Certification).

CORNERSTONE
4

A Model of Efficiency

LC State will sustain and strengthen a culture of operational efficiency—ensuring that every resource is aligned to student success and institutional mission, and that the college remains financially resilient through intentional stewardship.

- Automate workflows and optimize enterprise systems—reducing manual processes and redeploying employee effort toward the relational, judgment-driven work that defines a student-centered institution.
- Build real-time data infrastructure and financial transparency—deploying enterprise reporting dashboards so that leaders at every level have on-demand, accurate data to drive decisions.
- Deploy AI tools responsibly and at scale—executing a phased AI integration strategy grounded in data security, staff training, and professional development, with the goal of freeing human energy for the work that technology cannot replicate.
- Modernize learning and working environments—investing in facilities, infrastructure, and technology that reduce barriers to delivering high-quality programming wherever students are, whether on campus, online, or at partner and correctional sites.

Associated Performance Measures

Student Affordability (Average Net Price).

Enrollment Goals: The Through-Line

All four cornerstones are calibrated to achieve and support LC State’s enrollment targets, which are calculated to ensure financial viability. Cornerstone 1 enables growth. Cornerstones 2 and 3 strategically evolve the composition of our student body to reach these targets. Cornerstone 4 ensures the institution can sustain it.

Fall FTE Target	Fall Headcount Target
3,000	4,000

Key External and Internal Factors

LC State operates at the intersection of regional workforce demand and accessible higher education, and the following assumptions about external and internal factors will continue to shape the institution's strategic direction.

Regionally, the labor market signals are clear. Healthcare and social services are projected to lead all Idaho industries in total jobs added through 2032, with north Idaho healthcare employment alone expected to grow more than 20% over the next decade. Construction, transportation, and related trades are among the fastest-growing occupational sectors in the region, collectively accounting for 35% of total regional job postings, with total occupational employment projected to increase by 13,000 jobs between 2022 and 2032. LC State's applied learning model — hands-on, employer-connected, and embedded in real-world contexts — is designed precisely to produce graduates ready to fill these roles. Graduates from professional programs such as registered nursing, social work, and certified nursing assistant consistently pass their professional certification examinations at rates exceeding state and national averages, reflecting the quality and relevance of LC State's career-ready approach. As the most affordable of Idaho's public four-year institutions, LC State ensures that this quality education remains within reach for the students and communities that need it most.

Against this backdrop, LC State will continue to operate as a modestly selective institution with a greater than 95% acceptance rate, serving a substantial number of first-generation and rural students and those with varying levels of college preparation. Its student population spans residential and non-residential learners alike — including commuters, online students, place-bound individuals such as incarcerated students, and working adults — reflecting the college's deep commitment to access and inclusion. All LC State programs of study offer graduates opportunities for applied and experiential learning, ensuring that every student, regardless of background or circumstance, connects their education to real-world outcomes.

Sustaining this mission requires navigating a challenging enrollment environment. LC State is maintaining enrollment at a time when local, regional, and national high school graduating classes are declining. Continuing to do so depends on: (a) robust promotion of the LC State brand and its demonstrated successes across multiple audiences, including prospective students, as well as the continued cultivation of strategic partnerships with other institutions, agencies, businesses, and community organizations — particularly as those partnerships relate to graduate credentialing and workforce alignment; and (b) achieving brand clarity by successfully transitioning our naming convention from “college” to “university”.

Financially, LC State will continue to maximize operational efficiencies through program prioritization and internal resource reallocation, while expanding its pursuit of grants and private fundraising to complement tuition revenue. Ongoing assessment of program performance will ensure that offerings remain both effective and viable. Simultaneously, LC State will continue to advocate for increased per-capita state investment, making the case for its distinctive role in Idaho's education ecosystem as an institution that delivers a small-school experience with outsized impact on regional workforce development and student success.

Development & Evaluation Process

In spring 2026, LC State engaged a campuswide strategic plan update initiative following a successful NWCCU accreditation evaluation. A representative working group contributed the value propositions that undergird the plan's cornerstones, a commitment to framing LC State's mission in terms of how it helps Idaho achieve rather than what LC State itself achieves, and a focus on the authentic integration of AI across the institution. Working group conversations created space for realistic dialogue about future resource (re)allocations to accomplish shared institutional goals. Through shared governance processes, institutional leadership shaped the plan's final scope, direction, and structure. Together, these contributions produced the strategic plan update reflected here.

The value propositions that grounded the working group's efforts are listed below and undergird the cornerstones.

For Students - An affordable, hands-on, small-school experience designed for students who need flexibility, support, and real-world preparation — not just a degree.

For Idaho's Workforce, Employers and Partners - Career-ready graduates filling critical gaps across Idaho's key industries — including healthcare, trades, education, and social services — with embedded, discipline-specific applied experience and partnerships that keep programs aligned with workforce needs, consistently exceeding state and national certification benchmarks.

For the State of Idaho - Outsized impact per dollar: As Idaho's model of efficiency in public higher education, LC State expands access for students who benefit most from an affordable, supportive four-year experience — proving that serving more Idahoans well requires spending wisely, not spending more.

The Strategic Plan has been modified and streamlined to reflect these value propositions nested within the evolving higher education landscape, including shifting demographics and broader economic pressures facing institutions today. Performance metrics were refined to provide meaningful benchmarks associated with the cornerstones identified in the plan; align with Idaho State Board of Education systemwide metrics; and critical institutional metrics unique to LC State. The plan will undergo regular institutional review, with changes made in alignment with both objective performance data and the subjective evaluation of campus stakeholders.

To translate strategic priorities into action, LC State's existing annual planning and assessment cycle serves as the primary implementation mechanism. Each year, units and departments assess their resources, prioritizing the reallocation of existing resources before requesting new ones, and tie any budget requests directly to strategic plan cornerstones — ensuring resource allocation decisions are grounded in strategic direction and that planning and reporting reflect institutional priorities. Together, these mechanisms provide the cadence for ongoing course correction, ensuring the strategic plan remains a living document responsive to performance data, institutional conditions, and evolving priorities.

Appendix 1: Crosswalk of State Board of Education Goals with Institutional Goals & Objectives

Institutional Goals & Objectives	State Board of Education	
	Goal 2: Educational Access	Goal 3: Educational Attainment
Cornerstone 1: Strengthening Our Student-Centered Foundation	✓	✓
Cornerstone 2: LC State Elevate — Leading Idaho in Nontraditional Education	✓	✓
Cornerstone 3: LC State as the Comprehensive Healthcare Education Provider serving North Central Idaho	✓	✓
Cornerstone 4: A Model of Efficiency		✓

Table 1: The Idaho State Board of Education (SBOE) has three goals in its strategic plan, two of which are presented here in alignment with LC State's strategic plan cornerstones. The goal missing in the above table from the SBOE plan is composed of measures entirely relating to K-12 education.