



Lincoln University  
LEARN. LIBERATE. LEAD.

[www.lincoln.edu](http://www.lincoln.edu)

Office of Institutional Effectiveness, Research, and Planning  
Wright Hall, Room 311-313  
484-365-7842

# Strategic Indicators & Measurements Outline

## Reimagining The Legacy: Learn. Liberate. Lead.

April 2019

**Mission:** Lincoln University, the nation's first degree-granting Historically Black College & University (HBCU), educates and empowers students to lead their communities and change the world.

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## Introduction

Lincoln University implemented its 2018-2023 strategic plan, Reimagining the Legacy: Learn. Liberate. Lead. This report provides information on indicators and measurements used to develop a baseline of the University's performance in regarding the strategic initiatives.

Message from the President.

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## Strategic Themes

### Theme One: Build a Culture that Supports Student Success

#### Objectives

- Using an inclusive process, develop a values statement for the University that describes values in behavioral terms.
- Connect culture and accountability by defining expectations for both performance and values (behaviors) for everyone associated with the University — including vendors and partners — and holding everyone accountable, every day.
- Design and deliver or procure training and professional development programs that support employees in developing skills that reflect institutional values and behavior (e.g. customer service, communication and collaboration, team building).
- Design reward and recognition programs to bring favorable attention to faculty, staff, students, and administrators whose behavior and performance support student success.

### Theme Two: Enhance Academic Quality and Achieve Operational Excellence

#### Objectives

- Develop a strategic enrollment management plan that incorporates both recruitment and retention goals, clarifies the target undergraduate and graduate populations, and identifies the optimal enrollment size to achieve the University's academic and financial goals.
- Develop a plan for the University City site in Philadelphia that integrates the University's strategic and enrollment goals.
- Review curricula and syllabi to ensure that general education and major program courses are tied to institutional learning outcomes and include high impact pedagogies.
- Review and revise, as necessary, academic personnel policies to ensure that faculty hiring, orientation, and tenure and promotion practices support institutional priorities.
- Invest in faculty development and research opportunities.
- Continue to enhance faculty governance and develop leadership potential within the faculty and academic administration.
- Review and revise the performance management system, as necessary, to ensure that employees receive effective and timely feedback on performance.
- Identify operational issues that most hinder progress in achieving the vision, and work collaboratively to resolve these issues using task forces, process redesign, administrative action, policy change or other tactics, as necessary.

### Theme Three: Develop Strategic Partnerships to Leverage Resources and Assets

#### Objectives

- Identify expertise (internally or externally) in designing and implementing public-private partnerships and develop a plan for growth.
- Develop an institutional structure and process for identifying and evaluating potential partnership, sponsorship and engagement opportunities.
- Identify three or more partners to enhance professional school options for Lincoln University students.

### Theme Four: Strategically Align Resources to Support Institutional Priorities

## Objectives

- Review and revise the organizational structure to facilitate communication, collaboration and accountability within and among units.
- Diversify revenue sources through entrepreneurial activity, fundraising, and philanthropic support.
- Design and implement a process that integrates planning, budgeting, and assessment.
- Enhance the Institutional Research function and provide professional development to support faculty, staff, students, and administrators in using data to inform decisions.
- Complete a Campus Master Plan that aligns priorities for new construction, facilities renovations, deferred maintenance, and space utilization with academic and strategic goals.
- Increase investments in technology and infrastructure to support the strategic priorities.

## Theme Five: Tell the Lincoln University Story

### Objectives

- Develop and implement a strategic marketing and communication plan that is designed to reach and influence all major stakeholder groups, provide greater coherence for the Lincoln University brand and position the University to compete for students, talent, and financial resources.
- Develop strategies for educating and engaging Lincoln students and alumni in telling the story.
- Develop and implement a strategic advancement plan that is designed to engage all major stakeholder groups, create a culture of philanthropy, and position the University for increased philanthropic support and alternative revenue streams.

## National Rankings

Themes: 1, 3, 5

Lincoln University is ranked annually on the Best Historically Black Colleges list published by the US News & World Report. This section will display rankings over the past three years overall and by selected categories.

The goals and indicators listed below are measurements that can help Lincoln University improve its national rankings. Additionally, these goals and indicators serve a dual purpose because they also align with various strategic themes.

### Goals & Indicators:

1. Increase one-year retention rate
2. Increase four-, five-, and six-year graduation rate
3. Decrease the percentage of classes with 20 or more students
4. Decrease the percentage of classes with 50 or more students
5. Increase faculty salary
6. Increase portion of full-time faculty with terminal degrees
7. Improve institutional reputation amongst peers
  - a. Increase peer assessment scores in U.S. News & World Report ranking
  - b. National press
8. Increase HS GPA
9. Increase HS class ranking data collection efforts so that we can report more accurate data
10. Increase alumni giving rate

### Notes:

- Years in table reflect ranking year, not calendar year.
- **Student Outcomes** make up **35%** of the score. They approach outcomes from angles of social mobility (5%), graduation and retention (22%), and graduation rate performance (8%).
  - Social mobility evaluates the percentage of Pell Grant students graduating at a school compared with non-Pell Grant students. The proportion of students receiving Pell Grants is an indicator of economic diversity.
- **Faculty Resources** make up **20%** of the score. This is made up of class size (8%), faculty salary (7%), proportion of full-time faculty with the highest degree in their fields (3%), student-faculty ratio (1%) and the proportion of faculty who are full time (1%).
  - Classes with 20 to 29 students score second highest, 30 to 39 students third highest and 40 to 49 students fourth highest. Classes that have 50 or more students receive no credit.
- **Expert Opinions** accounts for **20%** of the score. Peer assessments make up (20%).
  - High school counselor assessments aren't included for regional universities. If Lincoln's classification changes to liberal arts college then peer assessments will make up (15%) and high school counselor (5%).
- **Financial Resources** covers **10%** of the score. U.S. News measures financial resources by using the average spending per student on instruction, research, student services and

related educational expenditures in the previous two fiscal years. Spending on sports, dorms and hospitals does not count.

- **Student Excellence** makes up **10%** of the score. Standardized tests weight at 7.75%. High school class ranking is weights at 2.25%.
- **Alumni Giving** accounts for **5%** of the score. The average percentage of living alumni with bachelor's degrees who gave to their school during the last two fiscal years.
- Complete ranking methodology - <https://www.usnews.com/education/best-colleges/articles/how-us-news-calculated-the-rankings>

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## Faculty

Themes: 1, 2, 4

### Goals & Indicators

1. Increase full-time faculty
  - a. Full-time faculty for past 5 years
  - b. Faculty headcounts and FTE by academic department for past 5 years
  - c. Approved vs. actual full-time faculty count by academic department
  - d. Faculty hires by academic department
  - e. Faculty hires by academic rank
  - f. Faculty demographics
2. Raise percentage of faculty with terminal degrees
  - a. Faculty degree breakdown
3. Improve compensation and benefits
  - a. Salary & benefits tables
  - b. AAUP report - [https://www.aaup.org/sites/default/files/ARES\\_2017-18.pdf](https://www.aaup.org/sites/default/files/ARES_2017-18.pdf)
4. Increase faculty productivity and recognition
  - a. Faculty research, awards, and scholarships as reported in the annual department reports

### Notes:

- The Office of Faculty Affairs was developed in 2018. The office acquired Digital Measures by Watermark in 2019. Beginning in the 2019-2020 academic year, faculty will have the ability to self-report all research, grants, awards, and scholarships within the Digital Measures system.



## Staff

Themes: 1, 2, 4

### Goals & Indicators

1. Enhance learning opportunities to help staff meet their professional development goals
  - a. Develop and implement supervisor training modules
  - b. Offer campus wide online and face-to-face professional development training
2. Develop a process to promote staff accountability through performance management
  - a. Increase completion rate of annual performance evaluation
3. Improve staff recognition
  - a. Increase number of activities on campus to recognize staff

### Notes:

- Insert notes when applicable

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## Research

Themes: 2, 4

### Goals & Indicators

- Improve investment in faculty development and research opportunities.
  - Increase research expenditures
    - Total research expenditures for past 5 years
    - Research expenditures by academic department for past 5 years
  - Increase external grant awards across academic disciplines
    - External grant awards by academic department for past 5 years
  - Increase grant submissions and awards
    - Number of grant submissions for past 5 years
    - Number of grant awards for past 5 years
- Enhance support for faculty research initiatives
  - Increase internal grants awarded to faculty
    - Amount and number of internal grants awarded to faculty for research

### Notes

- Inset notes when applicable

## The College

Themes: 1, 2, 3, 4

### Goals & Indicators

- Improve student quality
  - Increase yield rates
    - Acceptance and yield rate
  - Increase average high school GPA
    - Average HS GPA
- Increase student engagement with faculty and staff
  - Decrease proportion of classes with 20 students or more
    - Class size breakdown
  - Offer more undergraduate research opportunities
  - Increase work study positions
  - Increase the number of classes offered
    - Number of classes offered by level
  - Improve student engagement participation
  - Increase number of students gaining internship experience
  - Increase number of students studying abroad
- Raise student retention and completion
  - Increase one- and two-year retention rates
    - Retention rate charts
  - Increase four-, five-, and six-year graduation rates
    - Graduation rate charts
- Enhance financial aid
  - Decrease average student debt amount
    - Chart of average student aid amount
  - Offer more need based aid
    - Graphs of various need based aid – total and average amount
- Continue to improve student outcomes and satisfaction
  - Students will report higher levels of satisfaction in the senior survey and NSSE
  - More graduates will continue their education or have full-time employment within one year of degree completion
    - Results from senior and alumni surveys
  - More students will engage in high impact practices through our co-curricular units (NSSE)

### Notes

- Insert notes when applicable

## School of Adult & Continuing Education

Themes: 1, 2, 3, 4

### Goals & Indicators

- Expand academic programs and educational opportunities
  - Develop and offer more certification courses and programs
  - Increase programs offered by student support services
    - Financial aid, Bursar, Registrar, Academic Support, Writing lab, and counseling services
  - Increase number of classes offered
    - Insert list of classes for past 4 terms
- Enhance student quality
  - Improve quality of applicants
    - Admissions statistics
- Boost enrollment
  - Decrease time to degree
    - Chart showing time to degree by program
  - Increase undergraduate and graduate retention
- Improve degree completion
  - Reduce time to degree
  - Increase graduation rates

### Notes

- Insert notes when applicable

## University Diversity, Inclusion, and Equity

Themes: 1, 2, 5

### Goals & Indicators

- Foster a climate that promotes student success
  - Increase co-curricular opportunities
  - Improve student experience and engagement with academic and non-academic areas
    - NSSE survey
  - Improve customer service
    - Wait time to speak to someone from financial aid
- Increase diversity
  - Increase male student population
    - Male student enrollment by race/ethnicity and home state
  - Increase international student population
    - International student enrollment by gender and country
  - Increase gender and race/ethnicity diversity for faculty and staff
    - Staff headcount by gender and race/ethnicity
    - Faculty count by academic rank, gender, race/ethnicity
- Improve campus culture
  - Improve indicators on campus climate survey
  - Enhance staff professional development
    - Supervisor training

### Notes

- Insert notes when applicable

## Financial Stability

Themes: 3, 4, 5

### Goals & Indicators

- Improve the University's financial health
  - Decrease liabilities
    - Liabilities for past three years
  - Increase endowment
    - Endowment for past three years
- Diversify revenue streams
  - Increase private gifts and grants
    - Examine private gifts and grants
  - Increase revenue from the 3020 Market Street facilities
  - Increase revenue from economic development opportunities
    - Use our land more strategically

### Notes

- Insert notes when applicable

## University Infrastructure

Themes: 1, 2, 4

### Goals & Indicators

- Enhance the classroom experience
  - Utilize classroom more strategically
- Update Information Technology infrastructure
- Improve campus experience
  - Increase campus walkability
  - Improve and increase residential life facilities
- Decrease deferred maintenance
  - Deferred maintenance schedule, costs, and projections

### Notes

- Insert notes when applicable

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