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Lincoln University
LEARN. LIBERATE. LEAD.

Reimagining the Legacy: LEARN. LIBERATE. LEAD.

Strategic Planning Council

April 2020

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.

Working Groups

Working Groups	Assignment	Strategic Theme(s)	Group Leader(s)
1. Academic, Student Success, and Enrollment Team (ASSET)	Report out programs and initiatives	1, 2, 3, 4, 5	Dorcas Colvin, Kimberly Taylor-Benns, Lenetta Lee, Tiffany Lee
Constant & True			Leonie Walters
Feel the Roar			Nikoia Forde
Learn. Liberate. Lead.			Marlayne Manley
One Roar			Shelley Mix
Secure the Bag			Kim Anderson
2. Campus Climate	Develop list of initiatives, programs, and policies that are being used or implemented to improve campus climate	1, 5	Gerard Garlic & Nancy Smith
3. Strategic Budgeting	Develop and communicate budget request process	3, 4	Charles Gradowski
4. Space Committee	Space inventory document/update	2	Patricia Joseph
5. Master Plan Steering Committee	Communicate plan and update on progress	4	Dorcas Colvin
6. Assessment	Task stream implementation	2, 4	Nancy Smith
Academic Programs	Report out assessment committees activities and reports	2, 4	Bill Donohue
Student Success			Nancy Smith
Administrative Units			Nancy Smith
7. Academic Programs / General Education	Curriculum coherency	2	Patricia Joseph & Fred-Rick Roundtree
8. Via	Build infrastructure with OIERP, co-curricular, and IT	1, 2	Tiffany Lee & Justin McKenzie
9. Digital Measures	Develop and communicate implementation plan	2, 4	Marion Bernard-Amos
10. Strategic Enrollment Management Plan	Finalize and communicate SEM plan	2, 5	Kimberly Taylor-Benns
11. HR Rewards & Recognition Programs	Develop, communicate, and administer programs	1	Jake Tanksley

1. ASSET: Learn. Liberate. Lead.

Purpose: This team will investigate best practices in academic and student support services and develop strategies to better support students' academic success and social, emotional, well-being. Team will develop a wrap around program to support all students.

- **What has been done?**
 - Framework for Wrap Around program entitled “Lions Learn.”
 - Program components include cohort students into two courses (FYE & AAE); academic success seminars; appreciative advising, first year writing intensive program, and more.
 - Additional discussion has led us to brainstorm a “Finish in 4” program.
- **Adjustments**
 - Due to Covid-19 we are meeting virtually.
 - We also will have sub-meetings with smaller working groups. We will divide into smaller working groups according to the wrap around model themes. Each working group will focus on drafting a component of wrap around program.
- **What will be done?**
 - By the end of the year we hope to have a draft Wrap Around model program.
- **Deliverable (KPI/Outcome):** Theme 1
 - The first draft of the Wrap Around model program.

1. ASSET: Constant & True

Purpose: To create an entertaining and educational experience for new and continuing students that acclimates students to university life, prepares them for a successful school year and reinforces Lincoln University values.

- **What has been done?**
 - Reviewed the established NSO goals of Orientation for freshmen.
 - Reviewed and discussed 2019 fall Transition Week Student Focus Group Report as well as some literature and best practices in student orientation.
 - The Team has started to discuss and edited some days of existing NSO Program, fall'19.
- **Adjustments**
 - Our regular weekly meetings are being conducted via Zoom
- **What will be done?**
 - “Constant & True “Asset Team aims to complete new NSO Programming
 - Welcome Week Programming and a 1 day Pump Handle Program.
- **Deliverable (Outcome):** Theme 1
 - Project Plan; activities will show a creation of community, focus on Legacy, Values etc.

1. ASSET: One Roar

Goal/Assignment: Develop Strategic Communications and Public Relations Plan; Develop pride points language

- **What has been done?**
 - Communications Plan nearly complete; received statements from audience; Rankings and Recognitions page published
- **Adjustments**
 - Development of pride points has been delayed
- **What will be done?**
 - Anticipated completion of both the Communications Plan and the pride points
- **Deliverable (KPI/Outcome):** Theme 5
 - Communications Plan completed with SMART goals assigned for tracking progress
 - Pride points drafted and distribution plan completed
 - Rankings and Recognitions page published with ongoing review and maintenance plan in place
 - Branding page published with additional resources planned

1. ASSET: Secure the Bag

Goal/Assignment: Assembles faculty, staff, and students, cross departments and divisions to plan and execute programs and initiatives designed to support new and returning students by developing programming, events, opportunities to educate students on financial aid (scholarships, grants, loans, alternative funding, payment plans).

- **What has been done?**
 - Awarded approximately 1,400 new students
 - Webinars offered in April
 - Understanding your award letter
 - Applying for Financial Aid: Is It Too Late?
 - Grants vs. Loans: What's the big difference?
 - Securing My Aid: Next Steps
- **Adjustments**
 - New award offers can only be viewed through Recruit
- **What will be done?**
 - New student bills will go out April 27th
 - Returning student bills will go out May 6th
- **Deliverable (KPI/Outcome):** Themes 1 & 3
 - Increase student clearance

1. ASSET: Feel The Roar

Goal/Assignment: Execute project plans to deliver an admitted student experience for prospective new students that exceeds their expectations and represents the standard of excellence associated with the Lincoln Legacy.

- **The FTR ASSET TEAM has:**
 - Established a bi-weekly meeting schedule and developed subcommittees to address key components of new student events.
 - Conducted an assessment of previously held new student recruitment events.
 - Developed and began implementing the plan for Spring new student events.
- **COVID-19 Adjustments**
 - Cancelled our planned new student events to include *Feel the Roar: Admitted Students Day, Level Up: Transfer Students Day* and *Lion Campus Tours*
 - Initiate an alternative to yield deposits (*Lincoln + Chill*)
- **What will be done**
 - Launch *Lincoln + Chill: A Virtual Admitted Student Experience* for both FR and TR students.
- **Deliverable (KPI/Outcome)**
 - Deposited Student Yield for Fall 2020

2. Campus Climate

Goal/Assignment: Develop list of initiatives, programs, and policies that are being used or implemented to improve campus climate

- **What has been done?**
 - Campus wide polices reviewed and written; some approved by BOT and others awaiting approval
 - Recognitions/Awards; conducted survey and finalizing list
 - Compiled list of campus wide professional/personal development and diversity & inclusion activities
- **Adjustments**
 - Professional Development (Customer Service; Diversity/Inclusion/Bias) - postponed
 - Recognition and Awards- postponed
 - Research Initiatives
 - Undergraduate Research Project – revise collection and reporting
 - Employee quick scan at Benefits Fair - postponed
- **What will be done?**
 - Research Project – alternate mode of collection, compile data and presentation of findings
 - Compile list of initiatives, programs and polices implemented in 2019-2020
 - Revise Campus Climate Survey Instrument; Invite review by campus stakeholders
- **Deliverable (KPI/Outcome):** Theme 1
 - Increase Training and Professional Development & Reward and Recognition:
 - Report of initiatives, programs and polices implemented in 2019-2020
 - Recommendations for initiatives, programs and policies for 2020-2021
 - Connect Culture and Accountability:
 - Research Results
 - Present a revised Campus Climate Survey Instrument for review by university stakeholders

4. Space Committee

Goal /Assignment: Space Inventory Document /Update

- **What has been done?**
 - Space Committee Meeting held on 2/12/2020
 - Updates provided on inventory of buildings
 - Discussed plans for Dickey Hall move
- **Adjustments**
 - March 19, 2020 planned meeting cancelled
 - Dickey Hall work has been suspended
- **What will be done?**
 - Elements of Dickey Hall planning will continue i.e. furniture and equipment for classrooms and offices
 - Meetings related to other building projects will continue remotely
- **Deliverable (KPI/Outcome):** Theme 2
 - Inventory of buildings/space

5. Master Plan Steering Committee

Goal/Assignment: Communicate plan and update on progress

- **What has been done?**
 - Master Plan Completed in November 2019: includes application for National Register Historic District for historic buildings on campus
 - Exploring opportunities to update and expand student housing
- **Adjustments**
 - Work halted on Dickey Hall and other renovations due to COVID-19 pandemic
- **What will be done?**
 - Master Plan Steering Committee will be convened to develop plan for communicating plan to the campus and important stakeholder groups.
- **Deliverable (KPI/Outcome)**
 - WG will submit communications strategy and framework for keeping community updated about progress on Master Plan goals

6. Assessment

Goal/Assignment: Taskstream Implementation, Student Success committee activities, and Administrative Units assessment committee activities

- **What has been done?**
 - Develop manuals/guides and offer trainings/workshops
 - Pre-upload assessment standing requirements and upload assessment plans
 - Develop feedback rubrics and provide feedback for assessment plans
- **Adjustments**
 - Alternate mode for workshops, support and Assessment Day
 - Option of assessment findings related to remote work or instructional continuity
- **What will be done?**
 - Editing in Taskstream workshops
 - Taskstream/Assessment support (including Q&A sessions during Assessment Day)
 - Upload assessment reports (for submissions via Qualtrics form)
- **Deliverable (KPI/Outcome):** Theme 4
 - Theme 4: Process that integrates planning, budgeting and assessment
 - #/% assessment plans and final reports in Taskstream
 - Training/workshop report
 - Planned actions for continued Taskstream implementation and utilization

6. Assessment: Academic Programs

Goal/Assignment: Support faculty in their efforts to develop and assess student learning outcomes for programmatic, teaching and learning improvement.

- **What has been done?**
 - Reviewed and provided feedback on AY 18-19 Final Assessment Reports
 - Reviewed and provided feedback on AY 19-20 Assessment Plans
- **Adjustments**
 - Consult with OIERP regarding Course Evaluations (Question Modification)
 - Consult with OIERP regarding Assessment (Assessment Plan or COVID-19 Adjustments)
- **What will be done?**
 - Facilitate Assessment and Evaluation data collection.
 - Participate in Assessment Day 2020! on April 29, 2020.
- **Deliverable (KPI/Outcome):** Theme 2
 - Monitor data collection for assessment of learning outcomes
 - Prepare for future disruptions to ensure delivery of academic quality excellence

7. Academic Programs /General Education

Goal/Assignment: Curriculum Coherency

- **What has been done?**
 - Curriculum Coherency meeting held Thursday, January 23, 2020
 - Reviewed Related Academic Department Reports
- **Adjustments**
 - Feedback to academic departments has been delayed
- **What will be done?**
 - Will provide feedback at a later date – Aim for May, 2020
- **Deliverable (KPI/Outcome):** Theme 2
 - Prepare completed academic reports for review by faculty academic standing committees for action

8. Via

Goal/Assignment: Offer e-portfolios for all students and administer general education assessment through integration with LMS

- **What has been done?**
 - Kick-off meeting with project meeting
 - OIERP and IT
- **Adjustments**
 - Delayed IT completion forms
- **What will be done?**
 - Add AVP for Student Success & Experiential Learning to leadership group for implementation
 - 2020-2021 tentative implementation
- **Deliverable (KPI/Outcome):** Themes 1 & 2
 - Campus wide Implementation of e-portfolios

9. Digital Measures

Goal/Assignment: Transform, Streamline And Document Faculty Effectiveness Through Comprehensive Reporting Resources

- **What has been done?**
 - Kickoff meeting with project manager
 - Developed infrastructure and implementation team
- **What will be done?**
 - Import current faculty data
 - Pilot program Fall 2020
- **Deliverable (KPI/Outcome):** Theme 2 & 4
 - Use Digital Measures to complete a minimum of five (5) complex, multi-step processes such as credentialing, annual reviews, promotion and tenure (including pre and post tenure) , faculty web profiles and sabbatical applications, etc. by September 30, 2021.

10. Strategic Enrollment Management Plan

Goal/Assignment: 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.

- **What has been done?**
 - Three groups to develop EM goals and objectives based on research and data from the OIERP team (Data, Recruitment, Retention).
 - Met with EM Oversight/Steering committee to discuss and approve goals and determine next steps.
- **Adjustments**
 - Meetings with President Allen to assess/adjust the following-
 - Financial Model
 - More about Retention
- **What will be done?**
 - Incorporate the financial awarding model; based on current data and our student population
 - Add more on retention & implementation of Student Success to align with EM goals Class Deans, Research, Internships, Academic Support
 - Meet with four committees to discuss and make adjustments recruitment/retention goals
- **Deliverable (KPI/Outcome):** Themes 2 & 5
 - Completed SEM plan

11. Staff Recognition and Rewards Programs

Goal/Assignment: Employee acknowledgment improves productivity, enhances loyalty, and promotes collaboration. The goal of this annual staff recognition program is to create a workplace environment at Lincoln University where positive reinforcement is promoted, constructive feedback is embraced and employees feel valued.

- **What has been done?**
 - Reviewed the Climate Survey data related to employee requests for more positive recognition
 - Facilitated a focus group meeting with staff members to engagement them in a conversation about their staff recognition preference
 - Researched other universities to benchmark criteria for staff recognition and rewards
 - Reached out to departments for a fact finding initiative and determine what recognition programs currently exist at the department or division level
 - Created a draft list of monetary and non-monetary staff recognition awards and a vendor/community partnership award to be presented during the recognition ceremony
 - Developed the eligibility and selection criteria to nominate and select eligible award recipients
- **Adjustments**
 - The inaugural Staff Recognition and Rewards Ceremony was originally scheduled for June 2020. In light of the pandemic, programming has been postponed until late August/early September 2020.
 - This event will now be offered on a date closer to the annual Fall Faculty and Staff Institute
- **What will be done?**
 - Develop an online portal for peers, managers, and supervisors to capture LU employee nominations and review based on the eligibility criteria
 - Develop a rubric for the nominee selection process
 - Identify training resources to effectively engage department/division leaders in the staff nomination and recognition process at the division level
 - Create a communication plan to introduce this new staff recognition program to the Lincoln community
- **Deliverable (KPI/Outcome):**
 - A detailed list of staff recognition awards with eligibility criteria and associated recognition awards to be received
 - A finalized online portal for the LU employee nominations process