Lincoln University
LEARN. LIBERATE. LEAD.

Reimagining the Legacy: LEARN. LIBERATE. LEAD.

Strategic Planning Council

April 2021

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.

Agenda

- Welcome

- Working group updates

- Strategic plan dashboard – new indicators

- 2012-2022 Strategic planning council

    - Review current strategic plan

- Fall 2021 faculty and staff institute

- Adjourn

Questions & Comments

Question?

Please use the raise your hand function so we can acknowledge you to hear and respond to your question.

Comments

Please enter general comments and feedback in the chat so that we are able to include it in the summary

Working Groups

WG #	Working Groups	Purpose	Strategic Theme(s)	Working Group Leader(s)
1-5	Academic, Student Success, and Enrollment Teams (ASSET)	Cross-functional, multidisciplinary, teams designed to enhance operational efficiency and effectiveness; to facilitate student engagement and learning; and to advance the University's strategic agenda.	1 – 5	Tiffany Lee, Kimberly Taylor-Benns, Lenetta Lee
1	Constant & True	New Students; FYE; FYP; Welcome Back; Pump Handle	1	Brandi Berry
2	Feel the Roar	Admissions	1	Nikoia Forde
3	Learn. Liberate. Lead.	Wrap Around Services	2, 3	Marlayne Manley
4	One Roar	Communications	5	Shelley Mix
5	Secure the Bag	Financial Aid & Billing	4	Kim Anderson
6	Campus Climate	Develop list of initiatives, programs, and policies that are being used or implemented to improve campus climate	1, 5	Gerard Garlic & Laura Rhoton
7	Strategic Budgeting & Master Plan	Develop and communicate budget request process	3, 4	Charles Gradowski
8	Space Committee	Space inventory document/update	2	Patricia Joseph
9	Assessment	Institutional Assessment	2, 4	Nancy Smith
10	Academic Programs	Curriculum coherency, Distance Learning, & General education	2	Patricia Joseph & Fred-Rick Roundtree
11	Via	Student e-portfolios and assessment platform	1, 2, 3	Tiffany Lee
12	Digital Measures & Faculty Recognition	Faculty portfolios and faculty recognition	1, 2, 4	Marion Bernard-Amos & Fred-Rick Roundtree
13	Strategic Enrollment Management Plan	Student recruitment, enrollment, retention, and completion	2, 3, 5	Kimberly Taylor-Benns
14	Staff Rewards & Recognition	Staff rewards and recognition	1	Jake Tanksley
15	Data Governance	Manage the quality, consistency, usability, security, accessibility, and availability of institutional data	4	Tiffany Lee & Justin McKenzie

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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.

- **2020-2021 updates**
  - First-year class dean hosted first virtual new student orientation
  - Developed virtual meetings and webinars to provide on demand resources to FYE instructors and students
  - Introduced Finish in 4 collaborative student success initiative
  - Developed FYE Information Modules
  - Attended FYE conference and incorporated social media to reach and engage with students
- **2021-2022 plans**
  - FYE: Developing modules in Cengage which will count as 40% of the FYE grade and will also conduct the assessment for the ILOs for the course
  - NSO: Will still be partially virtual. The week before classes begin will consist of a in-person NSO. Two weeks before courses will begin the virtual NSO. This is make shorter and much fun and engaging days when the students arrive to campus.
  - *First-year class dean is already engaged with the Class of 2025!*

2. ASSET: Feel The Roar

Goal/Assignment: Enhance admissions projects and operations to deliver a student experience for prospective new students that exceeds their expectations and represents the standard of excellence associated with the Lincoln Legacy

- **2020-2021 updates**
  - Hosted virtual Feel the Roar event that will be available on demand until June 17th
  - Steadily increasing student deposits for Fall 2021 entering class

- **2021-2022 plans**
  - Expand scope of working group to enhance admissions operations and collaboration throughout campus

3. 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.

- **2020-2021 updates**
  - Prior to infusing new wraparound services into the framework, the Team believed it was imperative to first focus on the current academic and support services we offer our students from freshman through senior year.
  - The Asset Team identified key co-curricular areas that provided targeted activities and/or services within each student classification with the goal that each year helps lay the foundation for the next year of targeted activities.
  - Each subject matter expert is collecting and assessing their data which will be shared with the Team. The Team will discuss outcomes and make recommendations for 2021-2022.

- **2021-2022 plans**
  - Implement recommended changes from 2020-2021
  - Implement components of the wraparound model that were not implemented in 2020-2021.

4. ASSET: One Roar

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

- **2020-2021 updates**
  - Completed Strategic Communications Plan
  - Conducted research of homepages of liberal arts colleges
  - Worked with communications and branding consultant
    - Introduced 4 pillars

- **2021-2022 plans**
  - Continue working with consultant to enhance brand messaging

5. 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).

- **2020-2021 updates**
  - We were charged with getting bills out by early May. This was accomplished for new students.

- **2021-2022 plans**
  - The charge is the same and we are on target to get bills out by May 3rd.
  - We also have a one stop shop reporting system in place for clearance.

6. Campus Climate

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

- **2020-2021 updates**
  - <u>Research</u>: Climate Survey 2021; Satisfaction Survey 2020: one employee and one student survey; NSSE/FSSE
  - <u>Policies</u>: Update syllabi to include pronouns, sexual violence, ADA policies; Updated the Employee Handbook; Update the Military Leave Policy; Title IX Sex Discrimination in Education Policy; Sexual and Gender Based Harassment Policy
  - <u>Professional Development</u>: Gender Pronoun Training – Faculty ; HR Lunch and Learns ; ADA training; 12 Day Learning Challenge; Virtual Yoga; Diversity, Equity and Inclusion in the Workplace Certificate
  - <u>Recognition/Awards/Banquets</u>: Core Values Awards; Faculty Recognition Event; Service and Retirement Recognition

- **2021-2022 plans**
  - Continue to expand the community understanding of underrepresented identities
  - Campus Climate Survey Year- (Personal motivation, etc)
  - Cultural Competency Trainings: Unconscious Bias; Workplace Bullying
  - Pronouns buy-in on campus: emails, systems, syllabi, and community
  - Evaluation of the Raise and Promotion system
  - Performance Evaluation - Management Training
  - Update additional HR policies

7. Strategic Budgeting & Master Plan

Goal/Assignment: Create Strategic Budgeting Process; Complete, communicate, and implement campus master plan

- **2020-2021 updates**
  - Completed and opened Dickey Hall
  - Began construction on Azikiwe-Nkrumah Hall
  - Master plan available on strategic implementation page
  - Still implementing master plan

- **2021-2022 plans**
  - Begin construction for Amos Hall
  - Begin planning for Vail Hall
  - Develop 3-5 year financial plan

8. Space Committee

Goal /Assignment: Space Inventory Document /Update

- **2020-2021 updates**
  - Milestone – aware of Dickey Hall opening. The space committee notified the campus community that they should not be moving into spaces that were left temporarily open
  - Student success has moved closer to their goal of making Wright Hall a student success building

- **2021-2022 plans**
  - Next steps: Do more long-term planning on space inventory

9. Assessment

Goal/Assignment: Taskstream implementation, academic program assessment, Student Success committee activities, and Administrative Units assessment committee activities

- **2020-2021 updates**
  - Produced 2019-2020 assessment report
  - Developed Academic Feedback I rubric
  - Offered Learning Outcomes and Assessment Workshop
  - Academic program review: Initial notifications to departments scheduled for review in 2021-2022
  - Develop course evaluation summary reports by academic department
  - Selected new course evaluation platform, EvaluationKit
  - General education: ILO 2 assessment; ILO workshops for ILOs 2 and 3
  - Develop ILO 1 Co-Curriculum maps for AVPs and Class Deans

- **2021-2022 plans**
  - Implement new course evaluation platform
  - Re-start Academic Program Review; first round of Self-Studies
  - Update assessment manuals and resources
  - General education: ILO 3 Assessment collection for Academic units
  - Review Student Success 2020-2021 ILO 1 assessment collection
  - Finalize Non-Academic Program Review process

10. Academic Programs

Goal/Assignment: Curriculum coherency, Distance Learning, and General education

- **2020-2021 updates**
  - Offered pilot online courses Summer 2020
  - Implemented new LMS, Canvas
  - Dr. Allen addressed General Education, Educational Policies, and Curriculum committees on next steps for curriculum coherency

- **2021-2022 plans**
  - Offer 2nd pilot of online courses Summer 2021
  - Curriculum coherency next steps: Faculty will revise syllabi so that they take an emphasis on the ILO

11. Via

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

- **2020-2021 updates**
  - Completed software training and onboarding
  - Integrated Via with LMS (Canvas)
  - Begun develop training resources

- **2021-2022 plans**
  - Summer 2021: Collaborate with CETL, Class Deans, and Experiential Learning to develop an infrastructure and resources for students and faculty
  - Fall 2021: Pilot e-portfolio feature

12. Digital Measures & Faculty Recognition

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

- **2020-2021 updates**
  - Imported almost 100% of faculty curriculum vitae; Onboarded a contracted person to collect and enter faculty CVs into DM
  - Continuing to improve faculty orientation
  - Enhanced faculty hiring guide. Developed questions for interviews. Provided guidelines for how to deal with diversity.
  - Hosted one faculty awards event in Fall 2020 and will host another event in April 2021

- **2021-2022 plans**
  - Develop a survey for junior (pre-tenure) faculty to assess how we are doing with keeping them together and providing mentorship.

13. 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.

- **2020-2021 updates**
  - Completed transfer articulation agreements with Community College of Philadelphia (CCP) and Delaware County Community College (DCCC)
  - Successful pivot to virtual platforms for campus events - i.e. tours, admitted student day, open house (Spring 2021)
  - Increased number of first time freshman by 1.28% 443 (F2019) to 448 (F2020)
  - Goals: Improve operations that impact the onboarding of new students; increase the number of students completing financial aid processes; Increase Pennsylvania (in-state) enrollment; Increase male enrollment; Improve enrollment yield

- **2021-2022 plans**
  - Expand and improve processes that impede seamless onboarding of new students
  - Explore new recruitment markets experiencing enrollment growth

14. Staff Rewards & Recognition

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.

- **2020-2021 updates**
  - We were charged with developing reward and recognition opportunities for staff. This was accomplished with the implementation of the Staff Rewards & Recognition Program in fall 2020. Plans are underway to host the Service Milestone & Retirement Recognition Program for Faculty and Staff on Thursday, May 6. This program will also recognize full-time faculty and staff milestone service anniversaries (5-year increments) that were achieved in 2018, 2019, and 2020.

- **2021-2022 plans**
  - The charge for staff reward and recognition will continue and the established leadership team will plan next steps for employee recognition and engagement for the upcoming academic year. The leadership team will collaborate with units across campus to establish/enhance reward and recognition opportunities at the division level.

15. Data Governance Committee

Goal/Assignment: Manage the quality, consistency, usability, security, accessibility, and availability of institutional data

- **2020-2021 updates**
  - Established committee Spring 2021
  - Developed charter with desired outcomes and data governance roles
  - Developed systems inventory
  - Reviewing current LU technology and data policies
  - Developing data governance framework

- **2021-2022 plans**
  - Finalize data framework
  - Develop standard data governance definitions based on systems inventory, policies, and framework
  - Revise technology and data policies to present to Cabinet. Upon approval, submit to BoT

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Strategic Plan Dashboard

Proposed dashboard changes

- Align indicators with 4 pillars instead of strategic themes since some indicators overlap across themes

- Theme 1: Provide clearer definitions of indicators (e.g. what do we mean by average student debt and graduation rate?)

- Theme 2: Include some kind of measure of curricular coherency, pathways, capstones, high impact practices, service learning, co-curricular opportunities; Add evaluation and assessment to measure learning gains from co-curricular activities; Can we measure if internships lead to employment of students; Preparation of faculty for online teaching, being peer mentors

- Theme 3: Include the resource of community partnerships (they offer care and assistance to international students

- Theme 4: Development measurement for technology (SIS, awarding processes, web traffic). Identify IT data points that can be collected.

Strategic Plan Dashboard

Proposed dashboard changes (cont'd)

- Theme 4: Provide data on impact of funds we bring from the outside to the university such as how many staff are employed as a result of these funds; how many students are given internships because of grants; how many faculty are employed during the summer because of external funds; what is the productivity from institutional advancement

- Theme 5: Indicators and initiatives for the objective - provide greater coherence for the Lincoln University brand: Provide consistent message with brand (what is it to be a Lions); Better tracking system for alum; Knowing alum and bring to classroom and the forefront; Strategic communication campaign to alum; Promote current students and alum stories; Networking opportunities; Develop brand ambassadors ; Logo Consistency; Being able to relay the impact, then the story, and finally the need

- Theme 5: Dashboard feedback
  - Public Sentiment: Need to know the question(s) asked; Better insight of the survey; Who were the public (alum or general public)
  - Social Mobility: Better Geographical data; Time span of the alum; Did we define the "standard" of living

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2021-2022 Strategic Planning Council

- Integrate 4 pillars with 5 strategic themes

- Review current strategic plan:

  - Examine indicators: which are moving positively and negatively? Which indicators are moving quickly? What operations align with these indicators?

  - Check environment: Do we need to add a goal? (ex. equity)

  - Assess initiatives: What are we doing well? Where do we need to improve? What is the impact of our current strategic initiatives? What is missing? Do we need to drop something? Add something?

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Fall 2021 Faculty & Staff Institute

Proposed planning team

Representatives from:

- Athletics

- Communications

- Faculty

- Faculty Affairs

- Institutional Equity

- Information Technology

- Public Safety

- Student Success

Any areas missing?

THANK YOU