



Lincoln University
LEARN. LIBERATE. LEAD.

Reimagining the Legacy: LEARN. LIBERATE. LEAD.

Strategic Planning Council

September 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
- Strategic Themes & Priorities
- Working groups
- Strategic Plan Progress
- 2021-2022 SPC goals
- Strategic Plan Review
- Adjourn

Welcome

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Strategic Themes & Priorities

- Five Themes

1. Build a Culture to Support Student Success
2. Enhance Academic Quality and Achieve Operational Excellence
3. Develop Strategic Partnerships to Leverage Resources and Assets
4. Strategically Align Resources to Support Institutional Priorities
5. Tell the Lincoln Story

- Four Strategic Priorities

1. Enhancing Academic Quality
2. Improving the Student Experience
3. Addressing the Student Financial Gap
4. Improving Infrastructure

Strategic Themes & Priorities

	1. Build a Culture to Support Student Success	2. Enhance Academic Quality and Achieve Operational Excellence	3. Develop Strategic Partnerships to Leverage Resources and Assets	4. Strategically Align Resources to Support Institutional Priorities	5. Tell the Lincoln Story
1. Enhancing Academic Quality	X	X	X	X	
2. Improving the Student Experience	X		X	X	
3. Addressing the Student Financial Gap			X	X	X
4. Improving Infrastructure	X	X	X	X	X

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Working Groups

WG #	Working Groups	Purpose	Working Group Leader(s)
	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	Constant & True	New student orientation (NSO) & First-year experience (FYE)	Brandi Berry
2	Feel the Roar	Admissions	Bria Sproul
3	Secure the Bag	Financial aid & billing	Kim Anderson
4	Retention Operations	Student success wrap around services	Lenetta Lee
5	Campus Climate	Develop list of initiatives, programs, and policies that are being used or implemented to improve campus climate	Gerard Garlic & Laura Rhoton
6	Strategic Budgeting	Financial planning & modeling	Charles Gradowski & Tiffany Lee
7	Assessment	Institutional Assessment	Nancy Smith
8	Academic Programs	Curriculum coherency, distance learning, adult learners, & general education	Patricia Joseph, Fred-Rick Roundtree, & Anna Hull
9	Fundraising	Private gifts and grants to increase need-based scholarships and grants, student experience, and faculty scholarship	Kymerly Graves & Samira Malik
10	Faculty Development, Resources, & Recognition	Support for faculty portfolios, recognition, development, scholarship	Marion Bernard-Amos, Michael Ayewoh, & Fred-Rick Roundtree
11	Enrollment Operations Teams	Strategic enrollment management plan implementation	Nikoia Forde
12	Staff Rewards & Recognition	Staff rewards and recognition	Jake Tanksley
13	Data Governance	Manage the quality, consistency, usability, security, accessibility, and availability of institutional data	Tiffany Lee & Justin McKenzie

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Strategic Plan Progress

1. Build a Culture to Support Student Success

- Develop values statement
 - Adopted values statement during 2019-2020 academic year
- Align values to performance expectations
 - Introduced LU Core Values to all New Hire Orientation participants. Aligned values with New Hire Probationary Period Appraisal form, training presentations, and recognition and award ceremony
- Develop training programs for staff
 - Implemented Customer Service Training for Staff via Academic Impressions in August 2020. Implemented Performance Evaluation Training for Staff. Launched Lunch-n-Learn sessions for Employees in January 2020 on Managing Teams in the Midst of COVID and Retirement Readiness.
- Develop reward and recognition programs
 - Introduced Core Value Awards for Staff during the 2020 Faculty & Staff Institute in August 2020. Implemented the first Virtual Staff Recognition and Awards Ceremony in October 2020. Held faculty event with plans that it will be an annual occurrence

Strategic Plan Progress

2. Enhance Academic Quality and Achieve Operational Excellence

- Develop strategic enrollment plan
 - Published in 2020
- Develop a Plan to Expand Programming At SACE
 - Completed Market Study for RN-BSN and MAT; Launched On-Line Summer School; Proposed Certificate and Micro Credential Program for Continuing Education
- Curriculum Review
 - Completed Faculty Workshops; Draft Revision for All Majors
- Review academic policies
 - Assigned Faculty Standing Committee for Educational Policies to review, assess and update relevant academic policies
- Enhance Faculty Development Efforts
 - Hired Chief Research Office; Hired Corporate and Foundation Director; Obtained Mellon and Davis Grants to Support Research and Teaching
- Enhance Faculty Governance
 - Updated Faculty By-Laws and Promotion, Tenure, and Sabbatical (PTS) Guidelines

Strategic Plan Progress

3. Develop Strategic Partnerships to Leverage Resources and Assets

- Establish Public-Private Partnerships
 - Market Analysis in Master Plan; Identified Industry Options for Economic Development Housing Plan in Master Plan; Initiate Talks for Public-Private-Housing Partnership
- Develop Internal Structures to Support Partnership Opportunities
 - Established MOUs; Introduced Industry Day Programs; Increased Number of Internships; Increased Number of Partners
- Develop Partnerships with Professional Schools
 - SS Temple Health Science; Penn State College of Medicine; Early Assurance for Physicians Assistants America Association of University Women; Ascendium Career Pathways; Eastern University Social Justice/Interfaith

Strategic Plan Progress

- 4. Strategically Align Resources to Support Institutional Priorities
 - Revise Structure to Support Cross Unit Collaboration
 - Created strategic implementation webpage. Created working groups within SPC to be more intentional. Developed a strategic plan dashboard. Developing additional key performance indicators to measure strategic plan dashboard. Aligned working groups with more existing committees, councils, task forces, etc.
 - Diversify Revenue Sources
 - Launched On-Line Summer School; Initiated Summer Camps; Initiate Rental Process; Division of Student Success was awarded several grants across the division totaling \$1,036,769 for the 19/20 academic school year;
 - Master Plan
 - Completed in 2019
 - Enhance Research Function/Data Driven Decisions

Strategic Plan Progress

4. Strategically Align Resources to Support Institutional Priorities

- Enhance Technology Infrastructure
 - Colleague ERP\SIS system update in progress
 - Adopted CANVAS as the campus new Learning Management System. CANVAS is user friendly and offers faculty and students many functions to help pivot between the classroom and the digital world. CANVAS also allows us to utilize more teaching and learning tools in a more integrated manner.
 - Campus email system was modernized utilizing the latest Microsoft 365 collaboration platform which also brings a range of Microsoft Office options to support the business side of the University.
 - Implemented over 20 new state of the art multi-touch classroom interactive displays in Dickey Hall which will enhance the student experience in the classroom. This technology also provides faculty various ways for faculty to deliver instruction more effectively both in person and remotely.
 - Further expanded indoor and outdoor Wi-Fi coverage throughout the campus. This effort is part of a multiyear plan establish a stable secure and ubiquitous Wi-Fi environment in all campus buildings and outdoor spaces.
 - Overall campus internet capacity has also been upgraded with implementation of a secondary commodity internet connection. This will also allow us to better access cloud hosted resources from our campus community which is a part of our cloud technology strategy.
 - Overall Information Security posture has also been improved with the implementation of new perimeter security firewalls. A new computer endpoint detection and response system has also been implemented to provide enhanced visibility ongoing cyber activity. A university information Security Awareness program is also being implemented to help all end users better identify and report suspicious cyber activity.
 - Efforts are currently underway to upgrade and modernize our Student Information System provided by Ellucian. A review of all business process is also being conducted to help improve data flow and automation between various systems. Our data reporting capability will also be modernized as part of this effort.

Strategic Plan Progress

5. Tell The Lincoln University Story

- Communication Plan
 - Working with IT for RFP for vendor for new website. Hired consultant to lead all strategic communication and branding efforts
- Support Alum and Students to Tell the LU Story
 - Digital content developed that featured Alumni and students to tell the Lincoln story
- Advancement Plan
 - Established Foundation. Hired consultant for feasibility study

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Academic Quality Goals: 2021-2022

Curriculum:

- New General Education Framework Board Approval
- New Catalog General Education and Majors 2022-2023
- Complete Review of Honors Program

Faculty Development

- Submit New Grant to Mellon Foundation
- Establish Scholars in Residence Program

SACE

- Increase Online Summer School Enrollment
- Launch Cloud Computing Certificate Program
- Launch Cyber Security Certificate Program
- Establish Summer **Bridge** for New Students

Student Experience Goals:2021-2022

First-Year Experience

- Launch New First-Year Learning Communities
- Pilot Expository Writing Certificate for First-Year Students

Experiential Learning

- Launch Four-year Comprehensive Career Development Curriculum
- Pilot Alumni-Internship Partnership Program
- Establish Pre-Law Co-Curricular Program

Student Success Operations

- Complete a Comprehensive Analysis of Threats to Retention
- Pilot Math Success Program Via Tutors

Financial Gap Goals:2021-2022

Annual Giving

- Increase Annual Giving by 3% (\$1.4 to 2.0 Million)
- \$1 Million Towards Unmet Need Grants (1000 by 1000)

Back Balances (BB)

- Establish a Payment Program to Realistically Support Reducing BB
- Establish an Allocation Methods to Use Donor Dollars to Reduce BB

Financial Model to Support SEM Plan

- Develop Data Analytics to Model:
 1. Best Recruitment/Financial Strategy to Support Retention/Graduation
 2. Identify Optimal Tuition Discount to Support Recruitment and Retention

Improving Infrastructure Goals: 2021-2022

Operational Efficiency and Effectiveness

- Establish Retention Operations Group
- Establish MOU University-Foundation
- Strategic Plan Review and Revision

Staff Development

- Hire VP for Advancement
- Hire VP for Marketing and Communications
- Hire Dean of SACE
- DEI Training

Living-Learning

- Initiate New Housing Project
- Solicit RFPs Out Parcels Development

Digital Infrastructure

- Continue Move of Colleague to the Cloud
- Complete Web-Site Overhaul

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Group Activity

Where we were and what we have done ...

- a) What have we done well?
- b) What are some areas of opportunity?
 - a) Do the strategic priorities presented for this year fit what you perceive as our most important priorities?
- c) Should we be doing something else?

THANK YOU

Next meeting: November 18, 2021