# The Lincoln University
# 2015-2018 Strategic Plan

# Mission Statement

Lincoln University of Missouri is a historically black, 1890 land-grant, public, comprehensive institution that provides excellent educational opportunities including theoretical and applied learning experiences to a diverse population within a nurturing, student-centered environment.

# Preface

Lincoln University's role in the education of Missourians and others and its service to stakeholders throughout the state, the nation, and now across the globe has long been recognized. The value of a Lincoln University education is evident in the accomplishments of alumni and the contributions of faculty, staff, and students to society.   In 2014, Dr. Kevin D. Rome, Sr., 19th President of Lincoln University, commissioned a campus-wide Executive Strategic Planning Committee to engage campus and community stakeholders to garner feedback on Lincoln University's short-term future.  Building on that foundation, the institution entered into the current strategic planning process in the fall of 2014 with an invigorated commitment to enhancing academic and support programs, strengthening the infrastructure, and reaching out ever farther and wider to meet the needs of its target populations.

The data gather process occurred in three phases: Phase I included cabinet level leaders engaging their direct reports and units on topics and questions on campus trends, strengths, weaknesses, opportunities, and threats. The focus of those meetings was to solicit input from university stakeholders on their perceptions of Lincoln University and their ideas on directions that the institution should take in the future.

The committee reviewed the data submitted from cabinet leaders and created a survey. In the next stage of the planning process, an invitation was issued to all students, faculty, staff, alumni, and community stakeholders to engage in prioritizing the top three strategic directives, and their objectives for Lincoln University's future, with a focus on the next three years.  From Phase II responses, the committee submitted, for approval from the office of the President, a list of priorities.  President Rome approved the top three priorities and asked the committee to issue another survey to all stakeholders on the activities under each priority that would support the university's effort to reach its top three priorities.  In summary, the proposed three strategic directives for the academic years of 2015-2018 are:

**Priority #1: Recruitment, Enrollment (Academic Programs), Retention and Graduation**

      a. <u>Recruitment and Enrollment</u>
          I. Increase STEM majors and programs
          II. Increase online degree programs
          III. Increase recruitment efforts

      b. <u>Retention and Graduation</u>
          I. Increase the marketing of STEM majors and programs
          II. Increase the usage of students in skill-based work on campus; Implement campus metrics and learning outcomes

**Priority #2: <u>Enhancing Campus Infrastructure</u>**
      I. Improving residential facilities
      II. Improving academic facilities
      III. Increasing and updating campus technology (Software, hardware, equipment and physical devices)

**Priority #3: <u>Enhancing Campus Culture</u>**
      I. Strengthen the community volunteer program
      II. Increase campus cultural diversity, inclusion and integration
      III. Create a civic engagement program
      IV. Create a performance-based evaluation program for faculty and staff

Building on this, each unit then began to identify goals and objectives. This stage of the process resulted in thirty-eight separate unit plans. These plans ultimately became the basis of the overall university plan, in a bottom-up manner that is a hallmark of shared governance.

**<u>The committee members are:</u>**
1. Dr. Cheryl Hibbett, Co-chair
2. Dr. Jerome Offord, Jr., Co-chair
3. Professor Janet Melloway, Business Department
4. Mrs. Sylvia Wilson, Director, Alumni Affairs
5. Dr. Kevin Harris, Chief Information Officer
6. Ms. Kimberly Woodruff, Custodial Services Supervisor
7. Mrs. Khalilah Doss, Assistant Dean of Students
8. Mr. Christian Thompson, Student Representative
9. Mrs. Julie Heise, Student Representative

Once these goals were established, the next step was to set objectives for each goal.  After this was accomplished, the committee turned again to the unit plans to formulate the strategies that would provide a framework for attaining the objectives.   These steps in the process were remarkable for the degree of participation and the spirited discussion that resulted in this proposed strategic plan.  Those involved have all expressed a real feeling of ownership and investment in the future of Lincoln University.

The work of the committee, however, is not at an end.  Once a plan has been approved, the second phase of the process will begin.  The committee will turn once again to the various departments and units and ask each one to craft action plans that will specify how the objectives relating to that particular unit will be achieved.  These action plans will guide unit activities and initiatives for the next five years.

# The Future is now!

## The Lincoln University 2015-2018 Strategic Plan

**Mission Statement:** Lincoln University of Missouri is a historically black, 1890 land-grant, public, comprehensive institution that provides excellent educational opportunities including theoretical and applied learning experiences to a diverse population within a nurturing, student-centered environment.

**Priority One: Recruitment, Enrollment (Academic Programs), Retention and Graduation.** Lincoln University will create opportunities to enhance activities that focus on recruiting students; promote academic and non-academic programs and the contributions of faculty, staff and students to society; and articulate the mission of the

**Strategy 1.1.1: Increase emphasis on recruitment efforts to increase enrollment**

Goal 1: Increase recruiting efforts to attract students interested Science, Technology, Engineering and Mathematics (STEM) majors.

**Strategy 1.1.2: Increase enrollment is targeted programmatic areas**

Goal 1: Increase enrollment in (STEM) programs.

Goal 2: Increase the number of minority students in education and nursing.

**Strategy 1.1.3: Increase recruitment efforts that will grow the overall enrollment**

Goal 1: Create a Strategic Enrollment Plan that maps out recruitment efforts for the next five years.

Goal 2: Create recruitment incentives to attract high-performing students

Goal 3: Create summer enrichment programs that focus on both the honor student and those who standardized testing scores are lower than the national average

Goal 4: Increase and infuse information literacy into the core curriculum to ensure students are developing life long skills to support the research, teaching and learning mission of the university and the academic rigor in general education courses

## Strategy 1.1.4: Advancing academic excellence

Goal 1: Increase the marketing of STEM majors and programs

Goal 2: Assess curricula to ensure they meet industry and professional standards

Goal 3: Review and consolidate academic programs

Goal 4: Create living and learning communities in the Residential Life program and use the cohort model to create opportunities for students to participate in self-identified affinity groups

## Strategy 1.1.5: Increase usage of students in skill-based work on campus

Goal 1: Increase the use of student workers on campus and expand research, service learning, and experiential learning opportunities

Goal 2: Create opportunities for graduate assistantships in academic programs and student services on campus

## Strategy 1.1.6: Implement campus metrics and learning outcomes

Goal 1: Incorporate best practices in all units on campus and map learning outcomes to the University's mission.

## Strategy 1.1.7: Promote Student Success

Goal 1: Ensure students receive a high quality education

Goal 2: Improve students' transition from high school to college by strengthening advising and nurturing a success mentality

Goal 3: Increase student retention, persistence and graduation rates.

Goal 4: Create academic pathways that will ensure students graduate in 4 years.

Goal 5: Promote the collegiate experience and responsible student environment.

Goal 6: Expand research, service learning, and experiential learning opportunities.

Goal 7: Use Coaching a the core model in student services areas to promote student and staff engagement in the educational process

Goal 8: Collaborate with the Lincoln University Foundation, Inc. and the Lincoln University Alumni Association, Inc., to increase the range and quantity of scholarships available to students.

Goal 9: Develop and implement pre-college and outreach programs that focus on academic success for first generation students

**Strategy 1.1.8: Continue to promote and support the personal and social growth and development of students**

Goal 1: Enhance programs and activities that promote student involvement on campus

Goal 2: Increase safety awareness among students and promote a trusting and predictable safety environment

**Strategy 1.1.8: Actively promote the institution on local, state, national and international fronts**

Goal 1: Develop and implement a comprehensive marketing

plan.

<u>Goal 2:</u> Redesign and implement a new branding strategy for the university, including the celebration of the sesquicentennial anniversary

**Priority Two: Enhancing Campus Infrastructure:** Lincoln University will ensure that facilities, infrastructure, and technology contribute to the living and learning experiences of students and the workplace environments of employees.

### Strategy 2.1: Improving residential facilities

<u>Goal 1:</u> Develop a residential master plan to prioritize capital improvements and establish optimum number of campus housing and ancillary facilities.

<u>Goal 2:</u> Renovate and re-open Martin Hall

### Strategy 2.2: Improving academic facilities

<u>Goal 1:</u> Update the campus master plan

<u>Goal 2:</u>  Update facilities to ensure the health and safety of students, faculty and staff during times of extreme danger by installing equipment that supports securing the classroom (*e.g.* Active Shooter on campus)

<u>Goal 3:</u> Update classroom equipment, furniture, and spaces to create a learning environment for the 21st century

<u>Goal 4:</u> Plan for and establish a wellness center to promote health and fitness of students and employees

### Strategy 2.3: Improve the efficiency and effectiveness of services and business processes

<u>Goal 1:</u>  Establish, disseminate and adhere to clearly defined unit and departmental polices and procedures

<u>Goal 2:</u> Systematically review, and revise if necessary, the

workflow processes in administrative and academic units

Goals 3: Determine the feasibility of outsourcing Buildings and Grounds

Goal 4: Determine the feasibility of outsourcing the Student Health Services

Goal 5: Improve energy efficiency and promote sustainable management of facilities

Goal 6: Develop and implement a recycling program

## Strategy 2.4:  Increasing and updating campus technology (software, hardware, equipment and physical devices)

Goal 1: Increase band-with connectivity from University to Internet Service Provider

Goal 2: Upgrade core network to 10 GB connections between buildings

Goal 3: Upgrade wireless infrastructure

Goal 4: Design and implement security awareness programs

Goal 5: Implement a process to allow for backup and restoring of data from remote locations

Goal 6: Implement intrusion detection program

Goal 7: Implement mobile device management

## Strategy 2.5:  Enhance safety and security

Goal 1: Update the Emergency Preparedness plan and implement new standards for safety protocols

Goal 2: Ensure the appropriate inventory, tracking, and disposal of hazardous waste materials, chemicals, and other classified items

**Priority Three: Enhancing Campus Culture.** Lincoln University will create experiences that allow for cross-cultural engagement; engage external stakeholders in university activities; infuse the student body into the surrounding communities by fostering meaningful interactions through service and civic engagement activities; and fostering a campus culture that supports support data driven decision-making.

### Strategy 3.1: Strengthen the community volunteer program

Goal 1: Increase community volunteer opportunities for students, faculty and staff

Goal 2: Increase opportunities for community members to volunteer on campus

Goal 3: Create advisory boards that include business and community partners for academic programs and retention services

Goal 4: Create Civic Engagement program

Goal 5: Build strong external relationships with donors

### Strategy 3.2: Increase Campus Cultural Diversity, inclusion and integration

Goal 1: Enhance diverse experiences of our students, faculty, and staff

Goal 2: Strengthen our Global footprint

Goal 3: Encourage activities in which our students, faculty, and staff can engage diversity programs beyond campus

Goal 4: Increase diversity among faculty, staff and students

Goal 5: Increase opportunities to expose students, faculty and staff to national though leaders in diverse professions, organizations, and careers

Goal 6: Foster, through all communication channels, a culture of mutual respect

**Strategy 3.3: Create a performance-based evaluation program for faculty and staff**

Goal 1: Offer quarterly customer service-training programs for faculty and staff

Goal 2: Implement a change management process to improve relationships with stakeholders

Goal 3: Create an Employee On-boarding program

Goal 4: Revamp the Employee evaluation process

Goal 5: Revamp the Faculty evaluation process

Goal 6: Develop a system to honor exemplary faculty and staff

Goal 7: Develop a succession plan for all departments

**Strategy 3.4: Increase development opportunities for the University**

Goal 1: Create a five-year strategic plan for philanthropic activities that include strategies to increase giving by affinity groups (e.g. faculty, staff, students, alumni, etc.)

Goal 2: Show significant growth in development activities and fundraising each year