
Shared Values, Shared Goals



The Lincoln University 2008-2012 Strategic Plan



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. Building on that foundation, the institution entered into the current strategic planning process in the spring of 2007 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 planning process began with a series of focused meetings between university staff and the following groups: alumni and alumni chapter officers; board members from the Lincoln University Foundation, Inc.; members of the Board of Curators; community business leaders; Lincoln University retirees; local educators; and the general public. 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.

In the next stage of the planning process, an invitation was issued to all university departments and units to engage in visioning for the future. In every area across campus, colleagues met to assess the resources and the strengths of their units. 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.

Concurrent with individual unit planning, a Strategic Planning Committee with broad campus representation began meeting to discuss the direction of the university in the 21st Century and to compose a concise statement that would define the mission of Lincoln University to the public. The reports from the focus group meetings informed the committee's discussions. The unit plans then began filtering up through directors, deans, and vice presidents, and the dreams and goals embodied in those plans provided the foundation from which the committee worked. As the spring 2008 semester began, the committee engaged in an intense process of coalescing the goals put forth by the various units into six broad university goals. These goals will guide the institution through the next five years:

GOAL ONE Communications and Marketing: Lincoln University will enhance communication with internal and external stakeholders; promote academic and non-academic programs and the contributions of faculty, staff, and students to society; and articulate the mission of the university to the public.

GOAL TWO Academic Quality Improvement: Lincoln University will prepare students for careers and lifelong learning by enhancing the value and quality of the academic programs.

GOAL THREE Resource Management: Lincoln University will manage human, financial, and physical resources effectively and efficiently.

GOAL FOUR Enrollment and Matriculation: Lincoln University will implement recruitment strategies and enhance programs and services to ensure student academic success and social development.

GOAL FIVE Extension and Outreach: Lincoln University will improve the quality and expand the scope and breadth of Cooperative Extension and other outreach services to local, state, national, and global constituents.

GOAL SIX Accountability: Lincoln University will demonstrate accountability through a planned commitment to transparency of processes and procedures; dissemination of consumer information; and measurement and reporting of student satisfaction, success, and progress.

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.

In keeping with Goal Six, once a mission statement and strategic plan have been approved, these will be published on the Lincoln University Web site as well as in other venues. The mission and plan reflect the shared values and beliefs that define Lincoln University, and the institution looks forward to the engaged dialogue with stakeholders that publication will encourage.

Strategic Planning Committee

Randall Hill, Institutional Planner and Committee Chair

Becca Mickels, Institutional Research Assistant and Administrative Assistant for the Committee

Michael Bardot, Assistant Professor of History

Steve Beal, Director of the Center for Assessment, Institutional Research and Planning

Carmen Beck, Library Archivist

Jennifer Benne, Associate Professor of Biology and Chair of the Department of Agriculture,

Biology, Chemistry, and Physics

James Borgwald, Professor of Physics

Arthur Brooks, Vice President for Advancement

Ruth Campbell, Instructor of Computer Information Systems

Curtis Creagh, Vice President for Administration and Finance

Annette Digby, Vice President for Academic Affairs and Provost

Theresa Ferguson, Assistant to the President for Academic Success and Student Retention

Debra Greene, Associate Professor of History and Chair of the Faculty Senate

Patrick Henry, Dean of the College of Liberal Arts, Education, and Journalism

Timothy Hykes, Student

Roberto Ike, Assistant Professor of Business

Mike Kosher, Director of Admissions

Steven Meredith, Dean of the College of Natural Sciences, Mathematics and Technology, and

Cooperative Extension and Research

Ronald Nelson, Director of Counseling and Career Services

Victor Pasley, President of the Lincoln University Foundation

Ruthi Sturdevant, Professor of Mathematics and Chair of the Department of Computer Science,

Mathematics, and Technology

Sara Westbrook, Student

Benecia Williams, Director of Alumni Affairs

Constance Williams, Vice President for Student Affairs

Mark Worthen, Learning Specialist for Student Support Services

Misty Young, Director of Public Relations

Ex officio: Carolyn Mahoney, President of Lincoln University

Deborah Steward, Assistant Editor

Shared Values, Shared Goals

The Lincoln University 2008-2012 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.

GOAL ONE Communications and Marketing: Lincoln University will enhance communication with internal and external stakeholders; promote academic and non-academic programs and the contributions of faculty, staff and students to society; and articulate the mission of the university to the public.

Objective 1.1 Lincoln University will enhance internal and external communication.

Strategy 1.1.1: Designate the Office of Public Information and University Affairs as the clearinghouse for all official communication.

Strategy 1.1.2: Ensure that each campus unit and department creates and implements a plan for direct and timely communication with internal and external constituents.

Strategy 1.1.3: Ensure that information is readily available and may be accessed conveniently by internal and external constituents.

Strategy 1.1.4: Improve communications among students, faculty, and staff in matters relating to students' rights and responsibilities, including the grievance and appeals processes, judicial processes, and other pertinent processes, policies, and procedures.

Strategy 1.1.5: Utilize technology for planned communication with alumni, the community, and friends of the university.

Strategy 1.1.6: Review campus signage, banners, and the campus map; replace/update as necessary.

Strategy 1.1.7: Foster, through all communication channels, a culture of mutual respect and safety awareness.

Objective 1.2 Lincoln University will maintain existing and adopt leading edge technologies to facilitate communication between the university and stakeholders.

Strategy 1.2.1: Maintain a user-friendly and continuously updated Web presence reflecting the brand image of the university.

Strategy 1.2.2: Establish an intranet to enhance internal communication.

Strategy 1.2.3: Maintain an efficient email system.

Strategy 1.2.4: Employ effective and efficient communication technology to facilitate recruitment and admission of students.

Strategy 1.2.5: Develop and employ an online system to identify and communicate with at-risk students, academic majors, student athletes, and other student cohorts.

Strategy 1.2.6: Develop and implement an emergency response plan and early warning system for the campus.

Strategy 1.2.7: Develop and implement a financial aid automated response system.

Objective 1.3 Lincoln University will actively promote, on local, state, national, and international fronts, the institution; accomplishments of faculty, staff, and students; and programs and activities.

Strategy 1.3.1: Develop and implement a comprehensive marketing plan.

Strategy 1.3.2: Promote the accomplishments of faculty, staff, and students through internal and external media outlets.

Strategy 1.3.3: Utilize student leaders as ambassadors of the institution.

Strategy 1.3.4: Increase awareness of the availability of credit and non-credit courses through the Division of Continuing Education and Extended Studies.

Strategy 1.3.5: Review and revise as necessary the promotional materials for the undergraduate and graduate degree programs.

Strategy 1.3.6: Review and revise as necessary the promotional materials for the academic support areas and other institutional units.

Strategy 1.3.7: Use existing internal media, particularly JCTV and KJLU, to publicly promote the university.

Strategy 1.3.8: Utilize external media, branded merchandise, and other venues to publicly promote the university.

GOAL TWO Academic Quality Improvement: Lincoln University will prepare students for careers and lifelong learning by enhancing the value and quality of the academic programs.

Objective 2.1 Lincoln University will recruit and support a highly qualified and dedicated faculty.

Strategy 2.1.1: Recruit and hire highly qualified faculty who are committed to the mission and vision of the institution.

Strategy 2.1.2: Establish a comprehensive orientation and mentoring program for new faculty.

Strategy 2.1.3: Review, refine, and implement a faculty evaluation system to improve performance and reward productivity.

Strategy 2.1.4: Provide professional development for faculty to promote best practices in pedagogical methods and teaching technologies and in academic advisement.

Objective 2.2 Lincoln University will improve access to educational offerings and programs through enhanced delivery methods and innovative scheduling.

Strategy 2.2.1: Review and enhance the instructional delivery of existing courses and programs.

Strategy 2.2.2: Maintain an effective and up-to-date course management system and promote universal usage among faculty, students, and staff.

Strategy 2.2.3: Offer select courses and programs via distance and online venues.

Strategy 2.2.4: Increase the use of flexible course scheduling and sequencing.

Objective 2.3 Lincoln University will conduct cyclical academic program reviews to improve efficiency and effectiveness.

Strategy 2.3.1: Institute regular reviews of the general education program; maintain, revise, add, or eliminate courses in the program as indicated.

Strategy 2.3.2: Initiate and establish periodic undergraduate and graduate program reviews; maintain, revise, add, or eliminate programs as indicated.

Strategy 2.3.3: Conduct reviews of nationally accredited programs according to the cycles established by accrediting agencies.

Objective 2.4 Lincoln University will enhance the value and quality of academic programs through assessment, innovation, and collaboration.

Strategy 2.4.1: Develop select, mission-relevant academic programs that are responsive to the needs of the community, state, and nation.

Strategy 2.4.2: Create and maintain an assessment system that utilizes standardized and/or locally developed tools to assess student learning and mastery of course/program objectives and uses results to inform planning and course/program evaluation.

Strategy 2.4.3: Expand interdisciplinary programs, Writing and Reading Across the Curriculum initiatives, learning communities, and other collaborative educational ventures.

Strategy 2.4.4: Provide enhanced opportunities for applied learning and undergraduate research.

Strategy 2.4.5: Increase graduate and post-doctoral research opportunities.

Strategy 2.4.6: Provide central coordination for and increase internships through collaboration and partnership with businesses, governmental agencies, and foundations.

Strategy 2.4.7: Provide support and central coordination for a study abroad program.

Strategy 2.4.8: Develop memoranda of understanding with sister schools and business/government entities to encourage exchanges, symposia, and joint research and scholarship.

Strategy 2.4.9: Initiate planning for a research institute to encourage interdisciplinary and joint research opportunities.

GOAL THREE Resource Management: Lincoln University will manage human, financial, and physical resources effectively and efficiently.

Objective 3.1 Lincoln University will promote employee development and well-being.

Strategy 3.1.1: Provide a cost-effective and comprehensive package of employee benefits.

Strategy 3.1.2: Review, revise, and/or establish employee orientation, mentoring, and recognition programs.

Strategy 3.1.3: Expand and enhance employee development opportunities.

Strategy 3.1.4: Develop and implement training protocols to maximize employee use of technological tools.

Strategy 3.1.5: Enhance and expand employee wellness programs.

Strategy 3.1.6: Review, refine, and implement an employee evaluation system to improve performance and reward productivity.

Objective 3.2 Lincoln University will improve the efficiency and effectiveness of services and business processes.

Strategy 3.2.1: Establish, disseminate and adhere to clearly defined unit and departmental policies and procedures.

Strategy 3.2.2: Systematically review, and revise if necessary, the workflow processes in administrative and academic offices.

Strategy 3.2.3: Refine and restructure administrative strategies and work processes to accommodate new initiatives, growth and development.

Strategy 3.2.4: Ensure that performance benchmarks exist for all employee positions and are updated as positions are restructured and new positions are created.

Strategy 3.2.5: Utilize technologies and software more efficiently to improve business processes, streamline the document and information flow across campus, and maximize employee and office productivity.

Objective 3.3 Lincoln University will ensure that facilities, infrastructure, and equipment contribute positively to the living and learning experiences of students and the workplace environments of employees.

Strategy 3.3.1: Ensure adherence to all governmental statutes and regulations particular to facilities operations.

Strategy 3.3.2: Improve energy efficiency and promote sustainable management of facilities.

Strategy 3.3.3: Monitor the condition of existing facilities using modern technologies in order to accurately budget for maintenance and repairs.

Strategy 3.3.4: Perform maintenance and safety upgrades to university buildings and otherwise enhance the living, learning, and workplace environments.

Strategy 3.3.5: Plan for and establish a wellness center to promote the health and fitness of students and employees.

Strategy 3.3.6: Conduct a study for a campus day care center and establish the center if feasible.

Strategy 3.3.7: Conduct a parking study and implement solutions where feasible.

Strategy 3.3.8: Develop an Academic Space Utilization Master Plan to maximize efficient use of existing classroom/laboratory/office environments.

Strategy 3.3.9: Develop a Residential Life Master Plan to prioritize capital improvements and establish the optimum number of campus housing and ancillary facilities, including recreational venues, to support the student population.

Strategy 3.3.10: Conduct a study of the services and programs available in Scruggs University Center and implement improved and/or additional services and programs where feasible.

Strategy 3.3.11: Establish a secure electronic educational testing site.

Strategy 3.3.12: Enhance capacity of the Student Health Center to provide selective, on-site medical tests.

Strategy 3.3.13: Continue to acquire strategic land and properties as delineated by the Campus Master Plan when financially feasible.

Strategy 3.3.14: Improve landscaping features to enhance the beauty and safety of the campus.

Objective 3.4 Lincoln University will enhance safety and security.

Strategy 3.4.1: Determine the safety and security needs of university properties and respond accordingly.

Strategy 3.4.2: Relocate the Department of Public Safety to a more centralized location to enhance safety and provide greater strategic access to the campus and community.

Strategy 3.4.3: Physically modify targeted campus areas to enhance safety and accessibility.

Strategy 3.4.4: Institute a rotating schedule for replacement of university vehicles and equipment.

Strategy 3.4.5: Employ as necessary the campus-wide emergency warning system.

Objective 3.5 Lincoln University will cultivate relationships and pursue external support to enhance stewardship of the university.

Strategy 3.5.1: Collaborate with the Lincoln University Foundation, Inc., to increase the range and quantity of scholarships available to students.

Strategy 3.5.2: Develop a network of partnerships with private and governmental agencies to improve public relations and to enhance grant-related opportunities.

Strategy 3.5.3: Increase volunteer assistance and fundraising by continuing to cultivate internal and external relationships.

Strategy 3.5.4: Develop and implement programs that nurture relationships with students and alumni that lead to lifelong engagement with the university.

Strategy 3.5.5: Support procurement and responsible stewardship of externally sponsored programs.

Strategy 3.5.6: Continue the relationship with the Title III program.

Strategy 3.5.7: Develop and implement, in conjunction with the Lincoln University Foundation, Inc., a comprehensive campaign.

GOAL FOUR Enrollment and Matriculation: Lincoln University will implement recruitment strategies and enhance programs and services to ensure student academic success and social development.

Objective 4.1 Lincoln University will define optimal enrollment.

Strategy 4.1.1: Determine student body characteristics consistent with the university mission and with program goals.

Strategy 4.1.2: Examine facilities and assess staffing to determine enrollment capacities.

Strategy 4.1.3: Define enrollment targets.

Objective 4.2 Lincoln University will implement recruitment strategies to achieve desired enrollment targets.

Strategy 4.2.1: Develop and implement pre-college and outreach programs to introduce prospective students and their families to the university.

Strategy 4.2.2: Designate the Office of Admissions as the coordinating unit for all recruitment efforts.

Strategy 4.2.3: Employ an online application and electronic communication system to improve the efficiency and effectiveness of contact with prospective and enrolled students.

Strategy 4.2.4: Market programs and services to prospective students.

Strategy 4.2.5: Recruit targeted populations of students to maintain enrollment consistent with the university mission.

Strategy 4.2.6: Recruit students to natural and applied sciences, computer science, mathematics, nursing, and teacher education programs to address shortages of persons in these fields.

Strategy 4.2.7: Enhance student orientation programs and Welcome Week activities.

Strategy 4.2.8: Attract undergraduate and graduate students through the continued development and improvement of online courses and programs.

Strategy 4.2.9: Develop and expand relationships with targeted community colleges and trade/technical schools to facilitate transfer enrollment.

Strategy 4.2.10: Increase articulation agreements with specific schools and professional programs.

Strategy 4.2.11: Improve the processing and evaluation of transfer students' records.

Strategy 4.2.12: Create and implement a human and physical infrastructure growth plan to accommodate future enrollment.

Objective 4.3 Lincoln University will implement strategies to ensure student progress and success.

Strategy 4.3.1: Recruit and support faculty who excel as teachers, advisors, and mentors to a diverse student population.

Strategy 4.3.2: Provide quality undergraduate and graduate programs that prepare students to be lifelong learners and engaged citizens.

Strategy 4.3.3: Ensure that students have access to faculty, staff, and administrators and that appropriate steps are taken to address their needs and concerns.

Strategy 4.3.4: Enhance academic advisement initiatives to encourage frequent advisor/student interaction, guide students through the registration process, and assist students toward the timely and successful completion of their academic goals.

Strategy 4.3.5: Encourage student acceptance of responsibilities essential to college success, including regular class attendance and adherence to published deadlines.

Strategy 4.3.6: Increase student participation in academic support programs and initiatives at both on- and off-campus sites.

Strategy 4.3.7: Increase academic support for students in natural and applied sciences, computer science, mathematics, nursing, and teacher education programs at both on-and off-campus sites.

Strategy 4.3.8: Strengthen initiatives and devise new strategies to help students adapt academically and socially to the college environment.

Strategy 4.3.9: Plan for and promote increased reading proficiency of students to enable them to succeed in college-level courses and to become fully literate members of society.

Strategy 4.3.10: Plan for and promote increased writing proficiency of students to enable them to meet the written communication demands of college-level courses and society.

Strategy 4.3.11: Pursue continued and expanded support for eligible students through the TRIO programs.

Strategy 4.3.12: Encourage residential and commuter student participation in extracurricular activities.

Strategy 4.3.13: Enhance efforts to recognize and reward student achievement and involvement.

Strategy 4.3.14: Develop and implement new or enhance existing plans and initiatives within the academic departments for retention of students.

Strategy 4.3.15: Seek student input and involvement in retention efforts.

Strategy 4.3.16: Enhance Welcome Week activities.

Strategy 4.3.17: Utilize assessment tools and data to direct student programming and services.

Objective 4.4 Lincoln University will continue to promote and support the personal and social growth and development of students.

Strategy 4.4.1: Enhance programs and activities that promote student involvement in campus life.

Strategy 4.4.2: Enhance student health services and programming.

Strategy 4.4.3: Enhance counseling services for students.

Strategy 4.4.4: Increase safety awareness among students and promote a trusting and predictable safety environment.

Strategy 4.4.5: Establish a student wellness program.

Strategy 4.4.6: Provide a comprehensive series of programs and workshops to promote and enhance financial life skills.

Strategy 4.4.7: Promote a customer service attitude that is positive, friendly, and respectful.

Strategy 4.4.8: Enhance opportunities for student participation and engagement in co-curricular activities.

Strategy 4.4.9: Improve services and programs that address the unique needs of diverse student groups.

Strategy 4.4.10: Develop and maintain outstanding intercollegiate and intramural programs.

GOAL FIVE Extension and Outreach: Lincoln University will improve the quality and expand the scope and breadth of Cooperative Extension and other outreach services to local, state, national, and global constituencies.

Objective 5.1 Lincoln University will enhance programs and services that benefit stakeholders on the local and state levels.

Strategy 5.1.1: Strengthen the existing Cooperative Research and Cooperative Extension programs.

Strategy 5.1.2: Continue to solicit input from stakeholder groups as the basis for enhancing existing and developing new programs in Cooperative Research and Cooperative Extension.

Strategy 5.1.3: Increase collaboration and programming with institutions and organizations in the mid-Missouri area.

Strategy 5.1.4: Enhance existing and develop new relationships with middle and high schools within the state to improve college readiness, promote access, and encourage matriculation.

Strategy 5.1.5: Increase student, faculty and staff participation in mentoring/tutoring initiatives at local schools and in other community volunteer efforts.

Strategy 5.1.6: Increase participation in and appreciation of the arts through enhanced collaboration with the community.

Objective 5.2 Lincoln University will enhance programs and services that benefit stakeholders on the national and global levels.

Strategy 5.2.1: Expand collaborations with federal agencies, including the United States Department of Agriculture, the United States Agency for International Development, the Department of Commerce, the Department of the Interior, the Environmental Protection Agency, and the Food and Drug Administration.

Strategy 5.2.2: Expand the number and scope of collaborations with the Department of Defense and military contractors.

Strategy 5.2.3: Expand the university's global presence through joint research projects; collaborative relationships; and faculty/staff presentations at conferences, symposia, and workshops.

Strategy 5.2.4: Develop and expand international scholar exchange programs and activities.

Strategy 5.2.5: Stimulate and support, through existing and developing programs and initiatives, economic development in foreign countries.

Strategy 5.2.6: Continue planning for an “Institute for an Integrated Micro-Community for the 21st Century.”

GOAL SIX Accountability: Lincoln University will demonstrate accountability through a planned commitment to transparency of processes and procedures; dissemination of consumer information; and measurement and reporting of student satisfaction, success, and progress.

Objective 6.1 Lincoln University will continue to regard the Mission Statement as the guiding directive of the institution, review and set goals relative to the mission, determine the strategies necessary to achieve the goals, and ensure that this information is publicly available and readily accessible.

Strategy 6.1.1: Display the Mission Statement prominently across campus and in university publications to ensure its recognition and significance.

Strategy 6.1.2: Disseminate the approved strategic plan to all units of the university and publish it on the Web site.

Strategy 6.1.3: Periodically review goals and strategies for relevance and connection to the mission.

Strategy 6.1.4: Involve stakeholders in efforts to achieve strategic goals.

Strategy 6.1.5: Annually collect and disseminate data on progress/achievement of strategic goals.

Objective 6.2 Lincoln University will ensure an open decision-making process.

Strategy 6.2.1: Continue to publish, internally and externally, advance notice of Board of Curators meetings and resulting decisions and actions.

Strategy 6.2.2: Continue to form committees with broad representation, as the scope and function of each committee allows.

Strategy 6.2.3: Maintain an open meeting policy for all committees in accordance with state law.

Strategy 6.2.4: Continue to solicit input and recommendations from the Faculty Senate, Staff Council, and Student Government Association.

Objective 6.3 Provide information and publications that allow prospective and current students and other stakeholders the opportunity to assess the value of a Lincoln University education.

Strategy 6.3.1: Review, revise, and publish on a biannual basis the undergraduate and graduate bulletins.

Strategy 6.3.2: Publish, on an annual basis, the President's Report.

Strategy 6.3.3: Conduct an ongoing review of the content of the university Web site; update and revise as necessary.

Strategy 6.3.4: Ensure that each administrative, academic, and service unit has a complete and well-designed Web presence that adheres to the format of the university Web site and provides easy-to-navigate links.

Strategy 6.3.5: Publish information to enable prospective students and their families to determine whether Lincoln University fits their educational needs and wants, including cost, student characteristics, programs, graduation rates, and learning outcomes.

Strategy 6.3.6: Continue to report enrollment and student preparation data on the Web site.

Strategy 6.3.7: Continue to report student progress and success data on the Web site.

Strategy 6.3.8: Continue to conduct periodic financial audits and publish the results.

Objective 6.4 Lincoln University will assess student satisfaction, learning, and progress toward goal achievement and will publish the resulting data.

Strategy 6.4.1: Assess student satisfaction through both nationally recognized and locally developed survey instruments and publish the results annually on the Web site.

Strategy 6.4.2: Assess student learning in the general education program through the use of both standardized and locally developed instruments and publish the results annually on the Web site.

Strategy 6.4.3: Assess student learning in the major areas through the senior exit exams and publish the results annually on the Web site.

Strategy 6.4.4: Report data on certification and licensure exam pass rates annually on the Web site.