



# LINCOLN UNIVERSITY

820 Chestnut Street  
Jefferson City, MO 65101

Office of the President

Phone: (573) 681-5042  
Fax: (573) 681-6074

## BOARD ACTIONS

TO: Faculty, Staff and Students

FROM: John B. Moseley, President

DATE: June 9, 2022

SUBJECT: Action Items - Board of Curators

During its meeting held on Thursday, June 9, 2022, the Lincoln University Board of Curators approved the following:

1. The attached Non-Academic Holiday Schedule for Fiscal Year 2022-2023. The University is adding two Holidays to the Schedule – Veteran's Day, Friday, November 11, 2022, and Juneteenth, Monday, June 19, 2023. (An adjustment will be made to the Personal Leave Policy, 8.25 Lincoln University *Rules & Regulations*.) In addition, Juneteenth, Monday, June 20, 2022 is being added to the Fiscal Year 2021-2022 Non-Academic Holiday Schedule.
2. Section 8.67 of the Lincoln University *Rules & Regulations* – Remote Work Policy (attached).
3. The attached Strategic Plan for Lincoln University.
4. The attached revision to Section 8.24 of the Lincoln University *Rules & Regulations* – Annual Leave Policy.
5. Awarded Curator Emeritus status to Mr. Frank J. Logan, Sr.

The next meeting of the Lincoln University Board of Curators will be held on Thursday, June 16, 2022



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## MEMORANDUM

TO: Lincoln University Board of Curators

FROM: John B. Moseley, Ed.D., President 

DATE: May 18, 2022

SUBJECT: Non-Academic Holiday Schedule, FY 2022-2023

Attached for your review is the proposed Non-Academic Holiday Schedule for Fiscal Year 2022-2023.

The University is adding two Holidays to the Schedule – Veterans' Day, Friday, November 11, 2022, and Juneteenth, Monday, June 19, 2023. (An adjustment will be made to the Personal Leave Policy, 8.25 Lincoln University Rules & Regulations, when the Rules and Regulations are updated.)

In addition, we are requesting approval of adding Juneteenth, Monday, June 20, 2022 to the Fiscal Year 2021-2022 Non-Academic Holiday Schedule.

I recommend your approval of these recommendations.

Attachment

## Non-Academic Holiday Schedule Fiscal Year 2022-2023

<b>Holiday</b>	<b>Date</b>	<b>Day</b>
1. Independence Day	July 4, 2022	Monday
2. Labor Day	September 5, 2022	Monday
3. Veterans Day	November 11, 2022	Friday
4. Thanksgiving Holiday	November 24 & 25, 2022	Thursday & Friday
5. Christmas Holiday	December 23 & 26, 2022	Friday & Monday
6. New Year's Holiday	December 30, 2022 & January 2, 2023	Friday & Monday
7. Martin Luther King's Birthday (Observed)	January 16, 2023	Monday
8. Lincoln's Birthday (Observed)	February 10, 2023	Friday
9. Spring Recess*	March 13-17, 2023	Monday-Friday
10. Free Day	April 7, 2023	Friday
11. Memorial Day	May 29, 2023	Monday
12. Juneteenth	June 19, 2023	Monday

Essential services (KJLU, Physical Plant, Campus Police, and Library) are to post separate schedules so the operations are not disrupted. Copies of these schedules are to be forwarded to the Office of Human Resources Services, 101 Young Hall.

As a cost saving measure, the University will be closed from end of business Thursday, December 23, 2022 through Friday, December 30, 2022; it will open again for regular business on Tuesday, January 3, 2023. Unit heads (cabinet level administrators) will determine what personnel in their units will be needed to perform essential services during Christmas/New Year's period.

\*All offices will remain open during the Spring Recess with reduced staffing. Each employee is to be allotted two (2) days off during this week.



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## MEMORANDUM

TO: Lincoln University Board of Curators

FROM: John B. Moseley, Ed.D., President 

DATE: May 24, 2022

SUBJECT: Recommended addition to the Rules and Regulations – Section 8.67 – Remote Work Policy

Attached for your review is an addition to the Lincoln University Rules & Regulations – Section 8.67 – Remote Work.

I recommend your approval of this new policy.

Attachment

## 8.67 Remote Work

### 8.67.1 Objectives

Lincoln University recognizes that remote work can be an effective approach to fulfilling organizational objectives and providing employees with a flexible, productive work environment. Remote work arrangements are individually assessed based on the position duties and job requirements.

In order to provide flexible work options, a remote work arrangement may include:

- hybrid designations that involve an employee working some portion of the week/pay period at a remote site as well as on-campus, or
- fully remote designations in which most work is conducted at an alternate off-campus designated location.

A remote work arrangement may be made at the time of recruitment (i.e., condition of employment), during the employment period as determined by employee's departmental leadership and Lincoln University's Human Resources Department, or at an employee's request to transition to a remote work arrangement. All employees are expected to follow all professional standards of performance and conduct, applicable laws, and Lincoln University's Bylaws, Rules and Regulations and policies and procedures while at all work locations. All employees also are required to complete all Lincoln University mandatory training by specified deadlines, regardless of the work location.

Employees who elect to pursue a remote work arrangement after hire should discuss their interest with their supervisor and complete and submit the Work Location Request Form to Lincoln University's Human Resources Department. A work schedule modification or remote work arrangement request for a health-related reason should be submitted directly to Lincoln University's Human Resources Department.

Lincoln University reserves the right to end the designated remote work arrangement at any time for operational needs, performance concerns, scheduling conflicts, budgetary impacts, customer service needs, or other related matters. A minimum notice period of 28 calendar days should be provided to the employee prior to a required return to a designated campus location unless emergency circumstances necessitate the time period to be shortened or if a different time period is mutually agreed upon by the employee and Lincoln University.

Only hours spent on Lincoln University related work may be reflected as hours worked. If any time is dedicated to address personal items during the employee's work day, the employee is expected to use accrued leave as allowed under Lincoln University's policies.

### 8.67.2 Evaluating a Remote Work Arrangement

Remote work arrangements are not required to be uniformly available to all positions or employees within a department because not all positions are conducive to remote work arrangements. Remote work arrangements are based upon Lincoln University's mission in providing a residential campus experience coordinated with a department's defined business model.

Instructional duties are generally not eligible for a remote work arrangement. Instructors are expected to provide classroom instruction and conduct office hours *in person* unless an exception or official accommodation is approved, the position is hired as remote, or the class is officially designated as an online course.

Department leadership is responsible for determining the best use of a remote work arrangement, while assessing the impact on campus operations, space availability, budget, and the student experience. The remote work arrangement is intended to benefit the employee and Lincoln University without putting undue burden or added expense on the supervisor, team, and/or department and must conform with all applicable Lincoln University policies, procedures, Rules and Regulations and state law.

Each of the following factors should be considered by a department leadership:

- Remote work arrangements must not adversely affect the services provided to students, parents, employees, colleagues, or the public, whether those services are directly provided by the employee or by other department members.
- Remote work arrangements must not be assigned if it adversely impacts productivity at the individual or department level, or if the arrangement negatively impacts communications, collaborations, team-based environments, etc.
- Work schedules in different time zones will need to be considered and managed to ensure department operations and services are not disrupted. Work schedules should be aligned with the Central Standard Time Zone when possible.
- A remote work location agreement is not intended to provide child, dependent, and family care, convalescing, or caring for an ill family member. The presence of children or other dependents, guests, or pets in the remote work location cannot disrupt the overall performance of work activities or negatively affect the productivity of the employee.
- Although a work schedule modification that is reflective of both the employee and Lincoln University needs might be possible, the focus of the arrangement must remain on the effective fulfillment of job responsibilities.
- Remote work arrangements should be analyzed to determine if the position duties can be performed in a remote environment.

- The employee's prior/current work performance and conduct should be considered to determine whether the employee is likely to be successful in a remote work arrangement.
- Remote work arrangements should not create or increase a need for additional staffing or increase work hours of existing staff.
- Remote work arrangements should not create data security or other confidentiality risks that cannot be effectively mitigated.
- Remote work arrangements require supervisors to be able to effectively manage work hours and productivity. The supervisor should provide clear performance goals and expectations for the employee, and the employee's work quality, quantity, and timeliness should be adequately monitored by the supervisor.
- Hourly (non-exempt) employees working over 40 hours during an assigned work week are eligible for compensatory time/overtime hours.

Departments considering remote work arrangements are encouraged to contact the Lincoln University's Human Resources Department for consultation, especially for employment arrangements necessitating an out-of-state remote work location to ensure all employment law requirements and related costs are identified. Employees will be taxed according to the state and employment law and benefit provisions for the city and state designated as the primary work location which may have a financial impact to the department.

Remote work arrangements should be reviewed by the department and employee after the first six months and annually thereafter or at the time of evaluation to confirm continuation of the arrangement. Employees hired into a position designated as fully remote do not necessitate a review outside of the performance evaluation process. Lincoln University will review work location arrangements annually.

In the event of campus closure due to a declared emergency or inclement weather, employees may immediately be designated as remote workers for temporary or permanent arrangement. Remote work due to temporary campus closures will not require completion of a Lincoln University Work Location Request Form.

### **8.67.3 Assigning/Approving a Remote Work Arrangement**

Any requested change to an existing work arrangement (i.e., in-person, fully remote, or hybrid) must be documented by completing the Work Location Request Form. Requests require review by the supervisor, approval by department leadership, and approval by the Lincoln University Human Resources Department. If questions exist about the potential effectiveness of the arrangement, the supervisor may consider evaluating a remote work arrangement on a pilot basis with a defined review period.

Remote work arrangement requests approved by the supervisor/department leadership must be submitted to Lincoln University's Human Resources Department for final review

and approval prior to the work arrangement going into effect. Lincoln University's Human Resources Department will provide a communication to the employee and supervisor once processing is completed.

Remote work schedule changes do not require the completion of the Work Location Request Form; however, all remote work schedule changes are to be discussed between the supervisor and the employee and approved in advance with a fourteen (14) calendar day minimum notice period. In addition, the supervisor shall notify Lincoln University's Human Resources Department in writing of any schedule changes.

#### **8.67.4 Electronic Devices and Data Security**

Reasonable steps must be taken to ensure that Lincoln University property is assigned and used according to Lincoln University policy and related requirements. Compliance with all Information Technology policies including, but not limited to, software licensing, virus protection, data security measures (i.e., multi-factor authentication) is required.

Employees with a remote work arrangement are required to have a Lincoln University issued computer or other electronic device. Security and confidentiality of Lincoln University records must be maintained, and electronic records must be stored in Lincoln University-identified drives via secure remote access technology provided by Lincoln University Information Technology. The supervisor should identify the employee's equipment needs and coordinate acquisition of assigned equipment.

The employee must have high-speed internet service to work remotely. Lincoln University is not responsible for purchasing equipment to establish internet service such as modems, wireless routers and other DSL/cable communication devices.

The employee is required to follow all Lincoln University policies and procedures regarding access to and destruction of sensitive or confidential data at any assigned work location. Employees are required to keep Lincoln University-owned equipment and information secure at the work site.

#### **8.67.5 Workers' Compensation**

Because unknown workers' compensation liability may be incurred if accidents occur off-site, the employee will immediately report accidents to their designated supervisor which occur at the remote work location during the agreed upon work hours while performing work-related duties.

Job-related accidents will be reported on the specified Lincoln University form available.

#### **8.67.6 Ending a Remote Work Arrangement**

Upon notification that a remote work arrangement is ending, the employee may be asked to work at the designated campus work location as directed by the supervisor. Failure to



return to the designated worksite within the defined timeframe may result in disciplinary action, up to and including dismissal. The supervisor is required to notify Lincoln University of the cancellation of the remote work arrangement prior to communicating the cancellation to the employee.

At the time of separation from employment, employees under a remote work arrangement are required to return all keys and Lincoln University-issued electronic devices used to access or store data (e.g., computer/laptop, docking station, power supply, tablet).

Employees will be required to return all equipment within seven (7) calendar days following their separation date and will be billed the replacement cost if they fail to return required Lincoln University equipment. Employees transferring to a different Lincoln University position should initiate conversations between the new and departing units to ensure that property assignments can be transitioned accordingly.

#### **8.67.7 Exclusions or Special Circumstances**

Remote work arrangements are limited to the United States.

Student employees are not eligible for remote work arrangements unless an exception is approved by Lincoln University's Human Resources Department.

Remote work arrangements may be eligible for a flexible work schedule as discussed and agreed to by the employee, supervisor, and department leadership.

Notification of a work location change, based upon a performance concern, may not occur until after the employee has had an opportunity to meet performance objectives as outlined in a performance improvement plan.

Commuting costs between multiple work locations as designated in a hybrid work arrangement are not an employer reimbursable expense. Employees designated as non-exempt under the Fair Labor Standards Act (FLSA) with a fully remote work arrangement may be eligible for compensation for travel time if travel occurs during the assigned work schedule. Travel expenses incurred while commuting between multiple work locations, such as airfare, mileage, hotel, and per diem, are not required to be covered by the employer.

Working in a remote work location may be authorized for shorter time periods (i.e., less than two consecutive pay periods) in the best interests of the employee or Lincoln University as discussed and approved with the supervisor and Lincoln University's Human Resources Department. A Work Location Request Form is not required for one-time, irregular, or brief instances when an employee may perform work away from the designated campus location, nor will it be required when remote work is directed by Lincoln University due to a disruption of business operations or related emergency.

Lincoln University is not required to furnish or provide additional equipment for the remote work location beyond the designated computer requirements unless the designated item is approved by Lincoln University's Human Resources Department as a reasonable accommodation under the Americans with Disabilities Act (ADA).

Fully remote employees experiencing an extreme weather-related or other uncontrolled event (e.g., loss of electricity) that restricts or prohibits the ability to work should contact their supervisor for further instruction.

#### **8.67.8 Consequences**

Failure to follow this policy and Lincoln University expectations may result in ending a remote work arrangement, and may result in an employee disciplinary action, up to and including dismissal.

## Work Location Request

This form is intended to help both the supervisor and the employee have a clear, shared understanding of the employee's remote work arrangement. Each remote work arrangement is unique depending on the needs of the position, supervisor, and employee. This form can be adapted to department requirements as necessary.

This remote work arrangement form is not a contract of employment and does not alter the at-will status of any at-will Lincoln University employee. Remote work arrangements are subject to modification, including but not limited to, based on business needs and employee performance. This arrangement can end at anytime by Lincoln University.

Employee Remote Work Information

Exempt       Non-exempt

Employee Name:	
Job Title:	
Location and Department:	
Supervisor:	
Arrangement requested by:	<input type="checkbox"/> Employee <input type="checkbox"/> Employer
Primary address & phone number where remote work will be performed	
Alternative address & phone number where remote work may be performed	
Emergency contact name and phone:	
Remote work arrangement effective dates:	--

### Job Duties

The general expectation for a remote work arrangement is that the employee will effectively accomplish their regular job duties, regardless of work location. The inability to meet job expectations may lead to disciplinary action, including but not limited to termination or modification of the remote work arrangement.

If there are remote work-specific job duties and/or expectations, specify them in the box below, or enter N/A. Example: "Employee will indicate remote work days in their email signature", or "Weekly video-conferencing meetings is required."

Non-exempt employees are responsible for accurately reporting all hours worked and requesting authorization for overtime.

### Job Duties

Day of Week	Work Hours	Work Location
Sunday		
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		

## Remote Work Arrangement Review

Remote Work arrangements should be reviewed at least every 6 months.

List date(s) and timeframe to discuss effectiveness of the arrangement:

### Equipment and Technology Access

Identify any equipment, supplies, or technology access Lincoln University will provide to support the remote work arrangement. In the event of equipment failure or service interruption, the employee must notify the employer immediately to discuss alternate assignments or other options. The employee is responsible for ensuring Lincoln University property is properly cared for and used appropriately. The employee may be responsible for damage to or loss of Lincoln University property.

List equipment provided:

### Additional Details

- The employee is responsible for any personal equipment and property used while working remotely and agrees to provide all appropriate liability, theft and damage insurance for Lincoln University's equipment and personal property. Lincoln University assumes no responsibility for maintaining or insuring the employee's personal equipment and property.
- The employee is responsible for maintaining a safe, hazard-free, and ergonomic remote work site. Employees should notify their supervisor immediately of any safety or ergonomic concerns.
- Employee agrees to allow Lincoln University to periodically inspect their remote work location with reasonable notice to ensure a safe work environment.
- The employee is responsible for following Lincoln University Rules and Regulations, and policies while working remotely.
- Employees are responsible for notifying their supervisor if they will be unavailable during the remote work period, including following Lincoln University policies and any department guidelines for reporting attendance and requesting time off.
- Employees are responsible for ensuring limited distractions in their remote work site, including pets, children, hobbies, housework, television, etc.
- Employee understands that the tax consequences, if any, of setting up a remote work location are entirely employee's responsibility.

### Remote Work Arrangement Acknowledgment

Employee Initials

I have read and understand the above arrangement.

Employee signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor signature: \_\_\_\_\_ Date: \_\_\_\_\_

Department Head signature: \_\_\_\_\_ Date: \_\_\_\_\_

Lincoln University Human Resources Department Approval:

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Printed Name: \_\_\_\_\_

## 8.24 Annual Leave Policy

Employees in full-time (.75 full time equivalency or higher), twelve-month positions shall be entitled to accumulate annual leave as follows:

Employees with less than ten years of total university service earn ten hours of annual leave each pay period with a maximum annual leave balance of 240 hours (i.e., a cap of thirty days or two times the annual total of fifteen days).

Employees who have completed ten years of total university service earn twelve hours of annual leave each pay period with a maximum annual leave balance of 288 hours (i.e., a cap of thirty-six days or two times the annual total of eighteen days).

Employees who have completed fifteen years of total university service earn fourteen hours of annual leave each pay period with a maximum annual leave balance of 336 hours (i.e., a cap of forty-two days or two times the annual total of twenty-one days).

The rate of accrual of annual leave is based upon total uninterrupted years of service at the university, not upon years in a particular position.

Employees may accumulate more annual leave than their allowed maximum until June 30 of any year. After June 30, any excess annual leave over an employee's maximum balance is reduced to the maximum, at which time the employee can begin accumulating above the maximum.

An employee entitled to annual leave who has resigned or otherwise separated from university service at any time shall be entitled to only receive reimbursement for the amount of accrued annual leave which does not exceed the employee's maximum annual leave balance allowable accumulation. Any excess annual leave accrued after June 30 above the maximum annual leave balance shall not be paid to a separating employee.

Because they work directly with students, personnel employed as professional tutors have ten-month, academic year appointments; however, they work forty hours per week during the time school is in session. Professional tutors do not accrue vacation leave; periods when the university is closed, such as semester breaks, constitute vacations with pay for professional tutors. As with faculty, summer hours will be negotiated separately from the ten-month appointment.

Faculty on academic appointments are not eligible for annual leave accrual.

### 8.24.1 Requesting/Reporting Annual Leave

Employee requests for, or reports of, annual leave shall be submitted to the appropriate supervisor when the employee plans to be absent from the regularly scheduled hours of work or has been absent due to illness or an emergency. Such requests or reports shall be made and recorded in increments of no less than fifteen minutes.

# LINCOLN



UNIVERSITY  
MISSOURI



**LET'S MOVE LINCOLN  
FORWARD, TOGETHER!**

A strategic plan focused on equity and shared involvement.

# WHO WE ARE

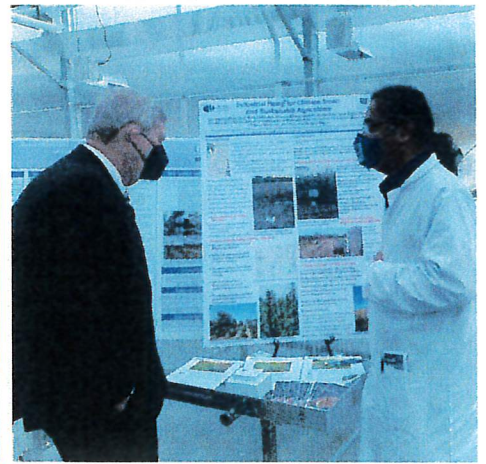
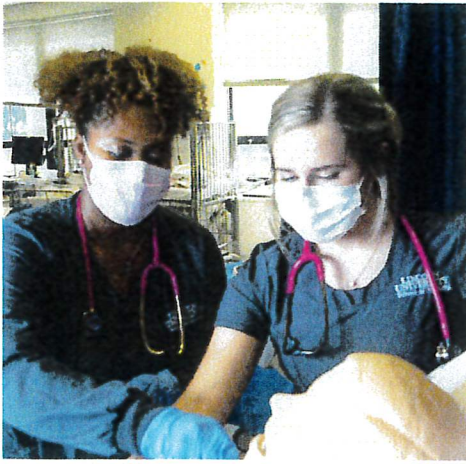


## Mission

Lincoln University of Missouri, a historically black, 1890 land-grant, public, comprehensive institution, provides a diverse population access to excellent educational opportunities through teaching, research, and extension services within a nurturing, student-centered environment.

## Vision

Lincoln University will consciously and consistently fulfill the promise of the Soldiers' Dream: education and empowerment for all. All our activities, from an individual's initial contact with the university through graduation, will be aimed at fostering a student-centered campus where positive relationships create lifelong engagement and commitment to our community. Through communication and collaboration across our diverse constituencies, we will build citizens who are competent in the global marketplace while being connected to their local communities.



## THE STRATEGIC PLANNING PROCESS

During the 2018-2019 academic year, the strategic planning committee collected data and input from across the campus and local Jefferson City community. With representation from all key Lincoln University constituents, the core strategic planning committee and others gathered and analyzed institutional research data and surveys. Using this data, the committee presented a plan to the Board of Curators in November 2020.

During the 2020-2021 academic year, a second draft was modified by the administration and presented to the Board of Curators. Both plans included the same strategic priorities but utilized different tactics. In June 2021, Lincoln University had a change in leadership and appointed Dr. John B. Moseley as Interim President. Under Dr. Moseley's leadership, the President's Advisory Council assessed a variety of campus processes and procedures.

In February 2022, Dr. John B. Moseley was named the 21st president of Lincoln University. A team of internal and external members reviewed the previous strategic plan documents and made the following determinations:

- In the spirit of our founding, equity in decision-making will be evident throughout the plan.
- In the spirit of inclusion, we will seek to build upon outcomes and initiatives resulting from systems of shared governance previously developed at the University.

- Due to internal and external workshortages with vendors, a cloud-migration of data systems, and internal workforce turnover it was not feasible to establish quality baseline data. A public-facing plan with high-level priorities will be presented to the Board of Curators that captures the current climate, challenges and opportunities.
- It is recommended that the University's next step, after strategic plan review and approval by the Board of Curators, will be to develop internal action plans across all departments that include baseline data, specific tactics, metrics and climate assessments of respective areas. The team recommends utilizing the Baldrige Excellence Framework, Core Values and Concepts during the action plan development.
- The strategic plan review team will conduct focus group feedback to include personal interviews with students, faculty, staff and alumni. Due to the impact of COVID-19, national and statewide trends, confidential focus group sessions can determine the current climate, beliefs and behaviors of our workforce and student body.
- It is recommended, as a strategic planning best practice, that a review of the Lincoln University mission, vision and core values should be conducted campus-wide with the engagement of students, faculty, staff, alumni and external stakeholders to ensure equity and inclusion.



## Participation



We value our Blue Tiger team members. Strategic plan research included interviews with 100 focus group participants and two years of survey feedback from internal and external stakeholders.

Supporting evidence for the current strategic plan initiatives includes the following data:

- 2022 Student Campus Climate Survey Results
- 2021 Satisfaction Climate Results (all stakeholders)
- 2021 Staff Council Survey Results
- 2022 Employee Group Sessions with Dr. John B. Moseley
- 2021 Student Campus Climate Survey Results
- 2022 Strategic Plan Focus Group Sessions

**Lincoln University will embrace students, faculty and staff of all backgrounds and cultures and fulfill our mission and vision for all.**



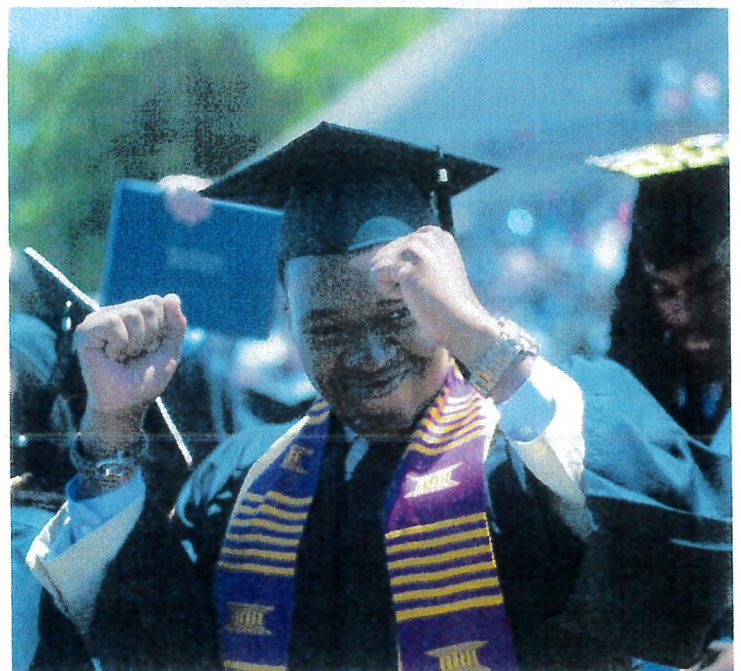
The Baldrige Excellence Framework for Education's core values and concepts were integral in the 2022 strategic plan review:

- Systems perspective
- Visionary leadership
- Student-centered excellence
- Valuing people
- Agility and resilience
- Organizational learning
- Focus on success and innovation
- Management by fact
- Societal contributions
- Ethics and transparency
- Delivering value and results

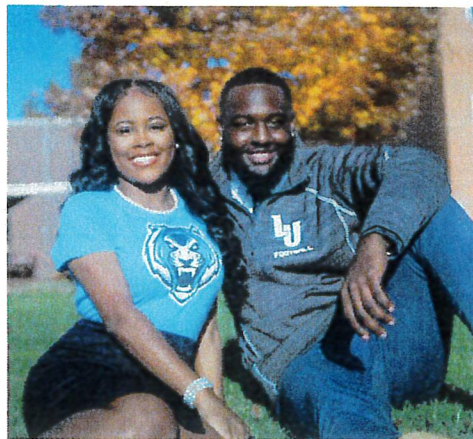
## Next Steps



We will develop campus-wide action plans with baseline data, specific tactics, metrics and climate assessments of respective areas.



# STRATEGIC PRIORITIES



## Strategic Priority #1: Recruitment Growth to Fulfill Dreams

Lincoln University will provide access to a quality education, serving a diverse student population in a culturally responsive atmosphere. We will promote enrollment growth to support more students in achieving their college and career dreams.

### OBJECTIVES:

1. Grow enrollment in strategically defined recruitment areas through improved visual brand awareness and systematic, sustainable recruitment processes
2. Increase partnerships with community colleges and universities to facilitate the increased transfer of students from other institutions for degree completion at Lincoln University
3. Engage and empower all alumni, University departments, and partners to participate in coordinated recruitment efforts
4. Increase students' access to academic support and culturally engaging environments for incoming freshmen to improve enrollment outcomes and first-year student retention
5. Improve the use of technology and communication access for all students throughout recruitment and retention processes
6. Increase efforts to re-engage stopped-out students to return to Lincoln University for degree completion

## Strategic Priority #2: Student-Centered Success Through Holistic Approaches

Lincoln University will provide a supportive, student-centered experience at all levels to ensure we meet the social, emotional, academic, and mental health needs of all students. We will cultivate supportive, encouraging campus relationships with students to build trust and increase students' sense of belonging.

### OBJECTIVES:

1. Incorporate discussion of social, emotional, academic, and mental health needs of students, as well as university support mechanisms for these needs, into New Student Orientation
2. Train faculty and staff to proactively implement holistic student support and ensure successful adjustment to college
3. Reimagine GE 101 and integrate new academic student program initiatives to prepare students for college life and increase their academic self-efficacy — inspiring their intent to persist and reducing barriers for success
4. Increase alumni and community participation and mentorship opportunities in recruitment and career placement events to further establish a meaningful network for underrepresented students
5. Enhance transfer student articulation agreements and support mechanisms to increase enrollment, improve the transfer student experience, and maximize degree completion
6. Actively integrate the use of technology to monitor student progress, engage with students and improve accessibility of student services

## Strategic Priority #3: Exceptional Teaching for Academic Excellence

Lincoln University will build a culture of academic excellence that provides all students an exceptional learning experience. Through our commitment to excellence, we will support faculty achievement and enhance our institutional competitiveness for our students' benefit.

### OBJECTIVES:

1. Implement dynamic, high-impact practices throughout the curriculum for all students reflective of his/her/their learning abilities to achieve mastery of content
2. Expand professional development opportunities for faculty and staff to innovate, develop, and adapt culturally competent instructional models to ensure all students achieve success
3. Review and adapt academic programs with a forward-thinking lens to meet forecasted in-demand markets and careers to increase students' readiness to compete regionally and nationally
4. Assess learning outcomes and employ a culturally relevant pedagogy that promotes student success in a safe environment

## Strategic Priority #4: Strategically Enhance Resources to Serve Students

Lincoln University will strengthen its financial position by cultivating sustainable resources and securing new operating revenues to better serve students. We will ensure stewardship of existing and new resources with efficiency, transparency and accountability.

### OBJECTIVES:

1. Increase and diversify revenue through grants and sponsored research to leverage growth for University's needs
2. Increase philanthropy through alumni, foundation, corporate and private partnerships to meet the University's strategic needs
3. Allocate adequate resources to address critical deferred maintenance projects through the focused assessment and efficient use of available assets to a prioritized list
4. Increase financial resources to launch new certificate and academic degree programs that are competitive today and in future markets
5. Increase financial support for student scholarships and align philanthropic partnerships with organizations that demonstrate understanding of racial equity
6. Seek out and leverage minority- and women-owned businesses as a part of a transparent and accountable competitive bid process



## Strategic Priority #5: Strengthen collaboration, outreach, research and innovation for the greatest positive impact

Lincoln University will expand collaboration, outreach, research and innovation opportunities to build upon the strengths of the University and LU Cooperative Extension & Research. With high-impact engagement at the local, state, national and international levels, we will address critical issues and improve quality of life for all, with particular focus on diversity and support for those who are socially disadvantaged and resource-limited.

### OBJECTIVES:

1. Foster positive relationships with elected officials in local, state and federal leadership offices to strengthen the University's partnerships
2. Expand programs with neighboring K-12 and higher education institutions, government, and corporate partners to provide engaging internship and workforce readiness opportunities for students
3. Increase faculty, staff and student community partnerships to invest in community service and development efforts
4. Seek increased opportunities to collaborate and partner with local, state, national and global leaders through co-sponsorship of campus events, community outreach, and shared research efforts
5. Expand outreach and research to underserved and under-resourced communities, with emphasis on leveraging our agriculture background and expertise, to educate and empower

## Strategic Priority #6: Provide a Welcoming Culture

Lincoln University will embrace students, faculty and staff of all backgrounds and cultures to support the mission and values for all. With respect for all team members, we will foster an environment that seeks and values each voice, experience, culture and perspective.

### OBJECTIVES:

1. Create and promote a culture of customer service to build increased engagement and trust among students, faculty and staff
2. Expand student, faculty and staff workforce capacity through increased cross-departmental collaboration and professional development opportunities
3. Ensure accountability, with systems of faculty, staff and student co-governance, for strategic priorities
4. Create a diversity, equity, and inclusion plan, utilizing data to make equity-driven decisions
5. Improve strategies to recruit, support, and retain highly qualified and diverse faculty and staff who are committed to each Lincoln student's success



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# OUR TEAM

## Lincoln University President's Advisory Council

John B. Moseley, Ed.D.

*President*

Jeffrey M. Barlow, M.P.A.

*Vice President for Administration and Finance/Chief Financial Officer*

Laura A. Bennett-Smith, M.A.

*Director of Strategic Initiatives*

Zakiya T. Brown, Ed.D.

*Chief Student Affairs Officer/Dean of Students*

Jeremy R. Faulk, M.A.

*Chief of Staff*

Gary L. Hill, M.S.

*Vice President for Campus Culture and Chief of Police*

Sandra B. Koetting, M.B.A.

*Vice President for Administration and Finance (retiring June 30, 2022)*

Darius E. Watson, Ph.D.

*Interim Dean of Enrollment Management*

Kevin M. Wilson, Ed.D.

*Vice President for Advancement, Athletics and Campus Recreation*

## Special thanks and recognition for contributions from:

Sunder Balasubramanian, Ph.D.

*Dean of College of Arts & Sciences*

Jennifer R. Benne, Ph.D.

*Dean of Graduate and Extended Studies*

Majed T. El-Dweik, Ph.D.

*Dean 1890 Director Coop Research and Extension, College of Agriculture, Environmental and Human Sciences*

Ann Marie E. McSwain, DHA, MSN, RN

*Dean of College of Professional Studies*

## 2020–21 Strategic Plan Committee

Mr. Ben Arnold

Mr. John Bax

Dr. Jennifer Benne

Mr. Brian Bennett

Dr. Eric Burgess

Dr. Majed El-Dweik

Mr. John Fandrey

Ms. Brianna Fankhauser

Mr. Carlos Graham

Dr. Amy Gossett

Dr. Sonja Jackson

Ms. Amy Miller

Dr. Tiffany Nolan

Ms. Tammy Nobles

Mrs. Beth Nolte

Mrs. Misty Nunn

Ms. Solana Parker

Dr. Marris D. Seymore

Mrs. Jacqueline Shipma

Ms. Kala Smith

Mr. Jeff Turner

Mrs. Lakeisha Washington

## 2022 Strategic Plan Review Team

Derald Davis, Ed.D. (He/Him/His)

*Assistant Superintendent of Equity, Inclusion and Innovation, Kansas City Public Schools*

Dr. Derald Davis is a Lincoln University graduate with a Bachelor of Science degree in education, social science, history and political science. He holds a Doctorate of Education from St. Louis University, a Education Specialist degree from the University of Missouri-Kansas City, and a Master of Science in Education from the University of Central Missouri.

With more than 25 years of experience in urban education as a teacher, principal, district leader and educational consultant, Dr. Davis currently serves as the assistant superintendent of equity, inclusion and innovation for Kansas City Public Schools. In that position, he is responsible for developing and advancing programs that enhance the values of diversity, equity, inclusion and belonging throughout the school system. Additionally, he oversees college access programming, postsecondary programming, dual credit, career and technical education, athletics, and a district-wide mentoring program which focuses on involving the entire metropolitan area in impacting the lives of students.

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Jennifer O'Donley (She/Her/Hers)  
*Founder, CatchPhrase Communications*

Jennifer O'Donley has more than 20 years of communications experience, working primarily with education clients to meet their strategic marketing and communication needs. She received her Bachelor of Arts degree from Westminster College and holds a Master of Arts degree in English from the University of Missouri-Columbia. Her experience includes work with enrollment and advancement, conducting research, strategic communications consulting, crisis communications and more, working with both large and small, public and private higher education institutions.

Her professional experience includes serving as the executive director of marketing and strategic communications and interim vice president for enrollment management at Westminster College.

Rebecca Babb (She/Her/Hers)  
*Sr. Operations/Human Resources Consultant*

Rebecca Babb is a human resources compliance services specialist with over 20 years of experience working with businesses and law firms. She holds an MBA from Ashland University and Juris Doctorate from the University of Toledo College of Law. Currently admitted to the State Bar in North Carolina, South Carolina and Florida, she is certified with the Society of Human Resource Management (SHRM Certified Professional, SHRM-CP), earned an American Management Association certificate in HR Management, and a Diversity, Equity, and Inclusion in the Workplace Certificate from University of South Florida Corporate Training and Professional Education.

Babb specializes in assisting businesses with their HR needs via written policies, procedures, compliance, HR audits, process improvement, job descriptions, handbooks, onboarding, performance management training, and strategic planning.

Laura Bennett-Smith, M.A. (She/Her/Hers)  
*Director of Strategic Initiatives, Lincoln University*

A 1995 Lincoln University graduate with Bachelor of Arts in political science, Laura Bennett-Smith has over 20 years of non-profit, education, marketing and strategic planning expertise. Her professional experience with Lincoln University began 2014, and she currently serves as the director of strategic initiatives.

She has served in leadership roles of several non-profit organizations, including serving as the executive director of the Friends of the Missouri Governor's Mansion and director of development for SSM Hospice and Home Care Foundation, the Children's Home Society of Missouri and Lindenwood University.

Bennett-Smith holds a Master of Arts degree in corporate communications, with an emphasis in organizational development, from Lindenwood University.

Chief Gary Hill (He/Him/His)  
*Vice President of Campus Culture, Chief of Police, Director of Law Enforcement Training Academy, Lincoln University*

Chief Gary Hill has been with the Lincoln University since 2016 and earned his Bachelor of Science in criminal justice from Lincoln University in 2001. He went on to receive his Master's Degree in Administration of Criminal Justice Agencies from Columbia College and is currently a Criminal Justice Doctoral student at Northcentral University. Chief Hill is a graduate of the Federal Bureau of Investigations 239th National Academy Class in Quantico, Virginia (2009).

His criminal justice career began as a Corrections Officer at the Jefferson City Correctional Center in 1996. He joined the Cole County Sheriff's Office in 1998 and was promoted through the ranks from deputy to sergeant to lieutenant to patrol division commander.

Chief Hill served on the Cole County Sheriff's Office SWAT Team from 2001 to 2016, including holding responsibility as commander for more than 10 years. He played an intricate role in establishing the Central Missouri Tactical Officers Association and served as vice president of that organization from 2013 to 2016.

He currently serves as the Lincoln University vice president of campus culture and chief of police. He is also the director of the Lincoln University Law Enforcement Training Academy, the first HBCU police academy of its kind in the nation.