

6 December 2005

**Vital Focus Conversation 2
Reports from Lincoln University Units and Departments**

The following PDF document presents the Conversation 2 reports as submitted. They are presented in order received, with the exception of the Office of Information Technology report, which is presented as the final report, due to the special nature of its information.

The Vital Focus Committee is currently engaged in prioritizing the Quick Fix ideas and considering how the provocative propositions brought forward can be merged into three or four strategies for action in the coming two years.

Thank all of you for your contributions to this project.

The Vital Focus Committee

TABLE OF CONTENTSpage 2

Buildings and Groundspage 3

Librarypage 4

Department of Nursing Science.....page 5

Human Resourcespage 7

Department of Business and Economicspage 9

Department of Social and Behavioral Sciencespage 10

Computer Science, Technology and Mathematics..... page 12

Graduate Studies and Continuing Educationpage 13

Department of Education.....page 15

Department of Agriculture, Biology, Chemistry and Physics.....page 16

Controller's Office.....page 18

Admissions and Records.....page 24

Department of Humanities, Fine Arts & Journalism.....page 25

Cooperative Extensionpage 26

Clerical Staff.....page 27

Student Affairspage 30

Office of Information Technologypage 32

Buildings and Grounds
Response to Vital Focus Group
October 13, 2005

Task: To rank three propositions as most important and to strategize on how to accomplish these propositions.

- 1) Student retention: The Building and Grounds Department does not know how to accomplish this objective, but the need is clear to increase retention to build strong alumni gifting, to build a loyalty and pride in Lincoln University that will, in the long run, mean more and better students.
- 2) Raising Morale and Performance: This can be done by increasing wages to reflect the wages being earned by similar employees throughout the area. There are several jobs listed on the Web Site that are not filled because the wage or benefit package is not attractive enough to persuade someone to work here. If a better worker is attracted the morale and performance will increase because that worker is attracted.
- 3) Management of Compensation: Have a salary schedule that gives increases for time on the job and additional training or education. A person will be able to look into the future and see that they will be compensated for staying at Lincoln University and budgeting will be easier because the wage/benefits are established years in advance with no surprises.

Library staff had these as our top three:

A. providing informational and educational services to the students to include working copiers in the library and wireless access in the library.

B. Using information technology to enhance the curriculum.

C. Inspiring students to academic and personal excellence by having professional librarians teach classes in Bibliographic Instruction and General Education courses such as GE 101, to ensure students learn basic research skills in using library electronic resources.

Librarian at Lincoln University should have faculty status because they have terminal degrees in their field and there is precedence that verifies this at Lincoln University. retired professional librarians and University Librarians at Lincoln University had faculty status. [in the past]

Thanks

Conversation Two: Prioritizing Actions
Department of Nursing Science
October 19, 2005

The faculty held conversation two on October 18 with much discussion of the priorities and quick fixes. Below is a summary of our discussion:

Three Priority Propositions

Valuing People

Strategies:

- Equitable compensation and recognition
- Change culture to user-people friendly culture. Treat all employees and students with respect and courtesy.
- Value community that we live in.
- Consider merit increases for employees who go the extra mile.
- Special events for special accomplishments of employees i.e. A reception for the nursing department when they received national accreditation.
- Newspaper announcements of LU accomplishments
- Provide social opportunities for commuter students
- Provide educational programs for faculty to enhance teaching

Institution Support

Strategies:

- Financial Aid needs to take phone calls. Unable to find out when Financial Aide will be processed. Sometimes the FA employees are perceived as “nasty” to the students.
- Need good customer service in support areas similar to business expectations.
- Students have to be diligent to get admitted to LU. Students state they have not received follow-up. Students state that they have to submit transcript and various papers for admissions several times. Also, that is “it takes an act of God” to get admitted.
- Consider “Value Added” approach
- Lack of Customer Service and inefficiency in areas of admissions, records and financial aid are endemic and need to be fixed.
- Is there a need for a letter of good standing to be admitted? And if there is this should be part of the admission packet for transfer students. Honors students have not been able to register due to lack of letter of good standing.
- Difficulty getting transcripts. After two months of request, student still do not have transcripts.
- On-line registration and payment would be advantageous.
- Support for on-line courses is needed 24 hours a day.

Helping Students Learn

Strategies:

- Instructors need to attend class
- Decrease problems with institutional support
- Increase multimedia classrooms and support for these classrooms
- Institute Technology Department to support LU- add student technology fee to support technology
- Increase social support- Make support services more accessible and increase learning communities
- Pay attention to commuter students
- Increase 8 week session course offerings
- Require a research paper Eng 102.

Ten Quick Fixes

- Equitable faculty and staff compensation or a bonus until equity can occur
- Customer Service Training for Institutional Support Services. Then hold employees accountable for behavior.
- Many General Education course should be on-line
- Maintain grounds and buildings
- Get rid of the dead weight now
- Recruit more local students and more qualified students
- Increase multi-media classrooms
- Develop and publish specifications for student computers
- Hire a grant writer
- Be courteous and respectful to all individuals

Lincoln University
Human Resources
Feedback on Conversation Day
And Vital Focus

October 21, 2005

Group and Prioritize Three Propositions

I. Valuing People

- A. Employee Compensation-budget and schedule annual cost of living increases and provide consistent amounts to both staff and faculty.
- B. Instituting a staff compensation system that is based on market value and worth of position through a job analysis and job slotting process.
- C. Incorporate a merit increase system based on performance, achievement and professional development
- D. Equitable allocation of grant funding and state appropriations so that grand funded departments receive the same increases at the same time all other university employees receive.

II. Student/Stakeholders/People

- A. Consistent Policies and Procedures-enforcement of written policies
- B. Establish a committee to do ground work on LU Rules and Regulations review to determine the need for amendments or revisions
- C. More effective communication-have all departmental staff and their prospective Vice Presidents have quarterly meetings to discuss pertinent issues
- D. Enforce more strict guidelines for participation in remedial education and student support services for students with less than 2.0 GPA i.e. mandatory study time, tutoring etc.

III. Better Customer Service

- A. Resource Directory for campus contacts and referrals, that would outline office functions
- B. Customer Service Training-all employees have access and more money budgeted for training
- C. Continue to make the LU website and WebPages more user friendly
- D. Allow tuition waivers for graduate students

Quick Fixes

1. Policies and Procedures #25 thoroughly review paperwork to ensure the accuracy of information before signing and passing on.
2. Customer Service #19 Interaction with students-more interaction with students
3. Reward and Recognition # 13-Tuition Waiver for employer's and half off for dependents, percentage reimbursement based on semester grades; Reward and Recognition #16-Vacation leave should start @ 8 hours, increase other types of leave in lieu of raises

4. Personal Fixes #52-Immediately review and implement salary cost of living raises to be effective January 1, 2006 (excluding faculty because they have already received 3.5% more than staff).
5. Space, Maintenance and Mechanical Staff #40 add a sink with running hot water to wash dishes (Young Hall) in staff lounge; clean and remodel ladies room 1st floor Young Hall
6. Copy and Fax for Student Use #7Provide a copy machine for students located in strategic place in Young Hall
7. Customer Service #23 As an HBCU we need to honor and celebrate Black History more aggressively, more community involvement and local business involvement
8. Transparency of Operations/Communication #30 secure electronic bulletin board placed around campus for important announcements. Apply for funding through capital improvements
9. Communications #26 Periodic workshops; interactions of all departments to foster a working knowledge of how the responsibility of each department impacts the other
10. Parking #2 Provide a shuttle bus service for the more distant parking lots to various buildings on campus, small daily fee for service, service may be used for both students and employees. Operation hours would be every 15 minutes between 7:30-9:00 am and also from noon-2:00pm, time in between these hours would run hourly, campus van may be used for this purpose.

Department of Business and Economics

1. Valuing faculty, staff and students
2. Helping students learn
3. Understanding and responding to student and stockholder needs.

Quick Fixes

1. Market based improvement in faculty and staff salaries
2. provide free parking for faculty and staff
3. Improve communication between departments of the university, and the university
4. Listening and not talking down to faculty and staff (emperor style management)
5. Dr. Mahoney should reevaluate and reconstitute her cabinet
6. Reallocation of resources: Administration verses Academics
7. Fix Financial Aid and Admissions treatment of requests made by faculty and students
8. Website should be redesigned and made more user friendly
9. WebAdvisor should be more functional: a print out of a students' schedule should carry information on recommended textbooks for courses
10. Agree and enforce university-wide standards and expectations of students like:
 - a) student must attend class
 - b) student must purchase books for class and no book buy-back by bookstore until course ends
 - c) no cell phones allowed in class
 - d) appropriate dress code for classroom

Department of Social and Behavioral Sciences Provocative Propositions and Quick Fixes

A. Provocative Propositions

(1) Management of Compensation

We propose that Lincoln University engage in continuous identification of sources of income and the development of a salary matrix with written procedures to achieve parity with other comparable institutions and fairness among faculty and staff at Lincoln University in salaries and benefits.

(2) Admissions and Recruitment

We propose that Lincoln University **either**

refocus financial and human resources to a recruitment effort throughout Missouri and surrounding states geared toward the serious high school seniors and adult learners who have college aspirations and are adequately prepared for college;

or

if current admissions and recruitment patterns persist, that comprehensive and systematic institutional improvements be made so that Lincoln University faculty can adequately serve academically under-prepared students. Such improvements are made necessary by the realities and needs of under-prepared students, and might include (but should not be limited to) such things as: realistic assignments and expectations for faculty workloads that provide the necessary additional planning, preparation, and presentation time; creation of effective policies and mechanisms for the monitoring and “problem solving” required to serve such students; continuing education or training to provide faculty with required additional and specialized skills needed to serve under-prepared students, etc.

(3) Improving Marketing and Public Relations.

We propose that Lincoln University creates clear processes and commits resources towards improving internal and external communication that promotes the University. We should hire a lobbyist who can gain and sustain LU support in the Missouri legislature. We should also have an on-campus employee whose duties include researching notable events from departments (e.g., grant awards, community projects) and writing these into press releases for local television, radio, and newspaper coverage. Such coverage will serve as a marketing tool and will simultaneously help to improve the reputation of Lincoln University.

B. Quick Fixes

1. Make all forms available “on disk” or CD or on Web. On-line application forms to be filled out and returned to Admissions electronically rather than mailed.
2. Make sure that all equipment in classrooms, labs, and library is working properly.
3. Add fast food options on campus.
4. Purchase wireless internet for campus community.

5. Add date/time stamp on voicemail calls.
6. Integrate research and teaching faculty. Give faculty rank to appropriate research and extension personnel so they can teach. Reclassify all research investigators to include faculty status.
7. Plan to have all cashier windows open—stagger lunch hours—from registration until last date for students to pay.
8. Hire more African American faculty.
9. Adhere to all deadlines; make deadlines reasonable.
10. Publish a new employee checklist of where to go and who to contact regarding, for example, benefits, parking, ID badge, and computer access.
11. Publish a campus newsletter to report what is happening in all departments.
12. Create an orientation for new Faculty and Staff.
13. Fix “degree audit” in Web Advisor to give correct information to students.
14. Input accurate transcript information that is accessible to students and appropriate faculty and staff.
15. Get all transfer and LU transcript data corrected.
16. Allow faculty to check out building keys.
17. Reward grant writing and other scholarly activities.
18. Create a Faculty/Staff awards ceremony.
19. Encourage faculty to enforce the class attendance policy.
20. Expel drug and violence offenders.
21. Develop an academic atmosphere where students are sincerely immersed in learning, development, and career awareness issues.
22. Give assistance to financial aid officers to help them better serve students.
23. Involve faculty in evaluating deans, VP’s and the President using surveys.

FOLLOW-UP DISCUSSION FOR
VITAL FOCUS CONVERSATION DAY
**DEPARTMENT OF COMPUTER SCIENCE, TECHNOLOGY, AND
MATHEMATICS**

PRIORITIES:

1. Reallocate funds to provide for competitive salaries and benefits for all employees, to provide competitive salaries for adjuncts, to provide for merit pay, to reward successful grant winners.
2. Improve the academic environment so that all students can be successful.
3. Renegotiate the agreement between LU and Collegis.

QUICK FIXES:

- 1). Develop and enforce a strict attendance code and a classroom behavior code.
- 2). Totally change the budget development system.
- 3). Have mandatory training or retraining for advisors as soon as possible.
- 4). Fix Web Advisor so that advisors and students get correct information.
- 5). Enforce deadlines for admission and registration.
- 6). Fix glitches in Datatel involving student records, registration, transfer credit, etc.
- 7). Fix the heating and cooling system.
- 8). Train or retrain all employees on how to provide good customer service and make all employees accountable for providing such service.
- 9). Fund more tutors and SI leaders.
- 10). Establish the understanding with employees of Collegis that they work for LU not the other way around.

Conversation 2: Prioritizing Actions
Submitted by the
School for Graduate Studies and Continuing Education

Prioritized Propositions and Strategies for Actions

Proposition #1 – Institutional Support

We propose that Lincoln University direct adequate resources to provide support services to students with the goal of increased retention.

Actions:

- Look at current process and practices for providing support.
- Examine and study reasons for withdrawal and non-return.
- Develop specific strategies and actions to improve processes and address reasons why students leave.

Proposition #2 – Valuing People

We propose that Lincoln University develop adequate processes and direct resources to effectively compensate and recognize employees.

Actions:

- Initiate an employee recognition program
- Develop and implement a fair and complete compensation and benefit plan.

Proposition #3 – Leadership and Communicating

We propose that Lincoln University create clear processes and commit financial and human resources to improve internal and external communication that promotes the University as well as increases internal and external collaboration.

Actions:

- Develop strategies to share internal information on a timely basis.
- Develop and implement a marketing plan.

Quick Fixes:

Proposition #1 – Institutional Support

- Provide private spaces for financial aid counseling.
- Make sure during peak times such as registration that adequate human resources are available to staff both the offices and telephones.
- Ask students to make a deposit after they have been accepted for admission but before a certain deadline date.
- Develop a checklist/directory for students that describes services and offices providing those services.

Proposition #2 – Valuing People

- Establish an employee of the month/employee of the year program that includes a certificate, appreciation award (i.e. dinner, tickets, etc.), reserved parking spot, and recognition at Fall Institute.
- Consider a one-time stipend at Christmas time if cost of living salary increase not possible that year.
- Free graduate tuition for full-time employees.

Proposition #3 – Leadership and Communicating

- Re-establish the Monday Matters newsletter to include all units – not just Academic Affairs.
- Monthly newsletter from the President's Office
- Share minutes of college meetings among colleges.

Final Suggestion:

If any quick fixes are implemented, it should be made known that it was the result of the vital focus process.

**Department of Education
Prioritized Provocative Propositions
October 26, 2005**

The Department of Education met on Thursday, October 20, 2005 to discuss Provocative Propositions. Discussion continued electronically. Three priorities were identified: Students, Salaries, and Communication. These priorities are expressed in selected Provocative Propositions below:

Students

- We propose Lincoln University prioritize "Helping Students Learn" among the nine AQIP processes and clearly identify and specify specific actions to help students learn, and monitor their progress through their years at University.
- We propose to make the students' path through Lincoln University smoother by 1) streamlining the enrollment process, 2) defining the learning bottlenecks such as the need for remedial education and critical thinking skills development and the basic expectations of college work, such as buying books and bringing pencil and paper to class for note-taking.

Salaries

- We propose the continuous identification of sources of income and the development of a salary matrix with written procedures to achieve parity and fairness in salaries and benefits.
- We propose to establish an *Office for Grant Management and Acquisition* to develop University-wide policies for compensation, incentives, and indirect cost sharing as they relate to grants made to Lincoln University.

Communication

- We propose the development, implementation, and evaluation of an on-going, comprehensive communications system (on an informal and engaged basis).
- We propose that the Lincoln University community foster channels of communication that encourage asymmetrical conversations where everyone's voice has value and experience themselves as valuable contributors of the organization, thus enhancing trust among members and understanding of the institution.

Department of Agriculture, Biology, Chemistry and Physics

Provocative Propositions

- Table 8 Improving *Web-Advisor/Datatel Functionality* and Its Relationship to Student Services
We propose a task force be established consisting of members from Records, Admissions and Department Heads, to establish *appropriate workflow and its documentation*.
(*We made slight modifications in the title and proposed wording*)
- Table 32 Raising Morale and Performance through Equitable Compensation and Recognition
We propose that *by the Fall 2006* Lincoln University restructure and implement an employee compensation system which addresses equity-including, but not limited to years of service, performance evaluations, employee classifications, etc.
(*We added a deadline date*)
- Table 45 Improving Marketing and Public Relations
We propose that Lincoln University create clear processes and commit financial and human resources to improve internal and external communication that promotes the University as well as increases internal and external collaboration.

Quick Fix Ideas

Policies and Procedures

- #3 Enforce deadline dates
#26 Require students who drop a course to do so at a much earlier date

Transparency of Operations/Communication

- #16 Have orientation for faculty and publish a new employee checklist of where to go and who to contact regarding, for example, benefits, parking, ID badge, and computer access

Copy/Fax Services (Customer Service)

- #1 Maintain multiple copiers in the library for student and faculty to use

Training

- #1 Develop training/re-training programs needed to enhance the use of Datatel/Web-advisor for new and current users

Degree Audit/Web-Advisor

- #10 Change Web-Advisor so that the Program Evaluation for students is correct and complete and fully legal advisement for students

Rewards and Recognition

#1 & 5 Recognition or incentive programs such as creation of faculty/staff awards ceremony (to recognize accomplishments)

Technology Fixes

#1 Ensure every classroom has adequate (and working) equipment for teaching (LCD projectors in all rooms, etc.)

Personnel "Fixes"

#25 Plan to have all cashier windows open-stagger lunch hours- from registration until last date for students to pay

Space, Maintenance and Mechanical Stuff

#37 Synchronize the clocks and see that the ringing of the chimes agrees with the clocks

Controller's Report

10 Quick Fixes

1. Purchase POS Connect, a software package that will put the bookstore online with Datatel. This will allow the student to use pending financial aid funds for purchases at the bookstore without having to visit Student Accounts for a paper voucher. The lines in the Student Accounts office will be greatly reduced, improving student service and satisfaction. Perhaps Follett would be willing to purchase this software.
2. Contract with FACTS, a company that offers a menu of payment plans for the student to choose from. The student will enter into the payment plan online or by telephone directly with FACTS, and FACTS will manage all payments. This can be used in conjunction with Financial Aid and Admissions to recruit and retain students. Students would not need to visit Student Accounts to make payment arrangements or to sign promissory notes. The students will be pleased to avoid long lines, and the Student Accounts staff can focus their efforts on other student service projects.
3. Implement the student email system for communicating with the student. Deliver account statements, award letters, and all other important communication in this fashion by notifying the student that they will be required to manage their email account. This will save the University a significant amount of money in paper, postage, and labor costs.
4. Change the office hours for the student service areas to close at 5:00 p.m. each day. We are not seeing enough students during the extra hours to justify them. This will improve morale of them employees in these areas without sacrificing service to the student.
5. Change our approach to student service from being a resource to answer questions to proactively educating the student about financial aid, registration, housing, and payment procedures. Answer the questions before they are asked so the student doesn't have to learn things the hard way or be bumped from office to office at the last minute. Financial aid counselors should actually counsel students on all of their options for funding their education. Provide guidance to the student so they know in advance what to expect in the registration and payment process.
6. Create a centralized "Help Desk" for the student service areas of the college. This could take the form of a central area where the student can ask questions and be directed to the appropriate office for their needs. This would prevent them from sitting in lines only to discover they're in the wrong office.
7. Since there is no 'quick fix' for the parking problem, put shuttle buses into service to provide transportation from the more distant lots.
8. Provide more dining options on campus, perhaps an express McDonald's, etc. Students and staff will all appreciate this.
9. Create FAQ brochures for new and returning students. This would include FAQ's from each area of the college and would be a valuable resource for the students. This would decrease the time spent trying to find answers among all the offices.

10. Implement a 'Customer Service' approach for everyone on campus. Customers can be students, parents, and people from other departments. Educate everyone about customer service and provide rewards and recognition for accomplishments in this area.

Three Recommendations for Improving LU

1. Staff and faculty have something in common that is causing a good deal of dissatisfaction and frustration; Datatel. The general opinion is that Datatel isn't a good product. In fact, Datatel is a very good product and is very versatile. However, with the versatility comes complexity. The University would be greatly served by educating faculty and staff about how to use all the functionality of the product. This will allow better decision making in developing the system to meet our needs.
 - a. The first stumbling block seems to be a lack of consensus in the understanding of OIT's role at Lincoln University. It appears that the University has one understanding and Collegis has another. It's important for a decision to be made as to exactly what that relationship is and get everyone on the same page. Make sure everyone knows who is supposed to do what and create that new working relationship, whatever it might be.
 - b. Each functional area of the college needs at least two 'power users'. These individuals need to completely understand the modules they use in their area. They need to understand what options are available for setup and what functionality would be gained by it. Then informed decisions can be made considering the system capabilities and the needs of the University. In order to be power users, these individuals will need extensive training from Datatel either at their facilities or on campus.
 - c. Once the training is complete, the power users should then meet with the various departments as a group to make decisions as to system setup. Finally, they would then train the end-users how to use the system as it is set up.

Controller's Office Quick Fixes

1. **Update People Finder** located on the University website. The inability to locate current staff by phone or email limits the effectiveness of departments across campus. There must be coordination between Telecommunications and Human Resources to accomplish this task. Once this task has been accomplished, a procedure needs to be put into place to continually maintain the accuracy of the information as new hires and transfers take place.
2. Install “**You Are Here**” signs at the entrances of all buildings with respective maps. In the Administration Buildings, a directory board should be located at all entrances indicating where offices are located. Students, parents and the community are lost upon entering buildings.
3. All University forms should be available online. In order to enhance efficiency, all existing on line pdf forms should have fill in fields added, eliminating handwriting or typing forms.
4. Enhance communication to new University employees and ease confusion by preparing a comprehensive orientation packet. This packet would include information about: list of benefits available including a brief description of each, payroll dates, PC/Novell access, Datatel access, E-mail access, parking permit and tickets, and where to get an ID badge. Part of the new employee orientation would include enrollment into a Datatel training program (offered once a month) for their respective area.
5. Enhance customer service.

By incorporating mandatory customer service seminars for all Faculty and Staff on campus especially those involved in front line offices. The tone must be set by the highest level of Administration (top- down). Customer in-service training must be ongoing.

Establish an electronic survey in which University faculty, staff and students could communicate their suggestions and perceptions about the University. The survey results should then be posted on the University (intra) website. A committee should be established to review these comments and concerns to find ways to enhance the University's effectiveness. Positive feedback must be recognized and celebrated.
6. Adhering to University deadlines: This concepts needs to be embraced by all levels of Administration. This deals with Student deadlines such as: admissions, financial aid, and student accounts related deadlines as well as Finance related deadlines including submission of payroll timesheets, Request for Check forms for Accounts Payable, budget submissions, and year end Purchasing cut-offs.

7. Revise eligibility requirements for certain student organizations to allow membership by part time students.
8. Implement a “housing deposit” concept for securing residential housing for each academic year. The housing deposit would be a percentage of the total housing cost (or a flat amount) and would be applied to the students account to offset the cost of the room and board for the semester. The existing \$125 room deposit is equivalent to a “security deposit” and it does not go towards the cost of room and board for the semester, but is more of a deterrent to not damage the room. As is the practice, room damages could continue to be assessed during the semester as deemed appropriate.
9. Streamline the PTR signature process. Instructions and guidelines for completing the PTR along with other University forms should be addressed on the website.
10. Collaborate with the land grant arm of the University (Extension Offices) to deliver “Community/Human Development” Programs right here on campus and help address the needs of campus students in the areas of discipline, self-esteem and self confidence; goal setting, responsibility, citizenry skills, etc. Currently, Extension’s Youth/adult development programs are geared to off campus community.
11. Implement a means of communications with students by aggressively advocating the student email system. Students are not mandated to activate and use their email accounts. In the absence of that, pursue the concept of using the existing Blackboard program to communicate with students for non-academic related communication (i.e., Bursar’s Office, etc). Students are already required to use Blackboard for many courses.

Provocative Statements

1. Enhanced Recruitment Strategies

Lincoln University needs to revitalize the recruitment efforts placing a strong emphasis on using Datatel's Communications Management tool. Lincoln University should be moving towards the implementation of an on-line application process as well as putting the Bulletin on the web available for prospective students to review.

We should be aggressively pursuing college-bound students. A step-by-step process should be developed that includes but is not limited to the following:

- Implement strategic recruitment plan that captures “college-bound” students’ interest while they are making decisions. Remember that other Universities are also competing for the same group of students. As additional recruitment tool, partner with external recruitment entities (such as CollegeBoard.com) to assist the University in managing prospective students.
- Integrate scholarship offers to entice top students in order to secure early acceptance. This requires Financial Aid’s involvement in the recruitment process.
- Distribute applications, financial aid and scholarship information to local high school counselors regularly.
- Attend or send University applications to local Career Fairs.
- Begin communication with prospective student early and aggressively. Follow-up on missing item letters and FA applications using **Communications Management Tool** (tool currently in place). Again, using **Communications Management Tool**, entice students’ interest by sending out welcome letters from Deans, President, etc., and show our interest and commitment to them. Communications at this point could include estimated cost of attendance, financial aid applications, and a bulletin indicating degree requirements, etc.
- **Send out letters of acceptance at the time the prospects are moved to student.** Many students continually have to contact Lincoln University to determine if they have been accepted. The acceptance packet sent to the applicant should include information about their email address assigned to them, financial aid applications or missing item letters, as well as registration and payment information.
- Send out letters regarding missing information with regards final HS transcripts, health forms, etc.
- Accepted students should be notified by Financial Aid regarding the intricacies of applying for student aid. This would include

deadlines for application, “don’t forget to ...” phrases, mistakes most frequently made, etc. Financial aid will need to develop a follow up system to notify students who are missing information or have not accepted their student aid. Use **Communications Management Tool**

2. Develop a collaborative agreement between the State of Missouri and Lincoln University to educate and train existing and future State of Missouri employees.

- Determine the needs of State of Missouri employees.
- Incorporate those needs into the existing Public Administration degrees offered at Lincoln University.
- This will create a better relationship between Lincoln University, the community and employers.

3. Grant incentive Program

Develop a grant incentive plan to encourage faculty to successfully compete for sponsored grants that contribute to the mission of the University. The incentive plan would provide a mechanism to acknowledge and reward faculty that recover full indirect cost recovery. The successful faculty member would be entitled to a portion of the recovered indirect cost. Grants that qualify for incentive should include the following:

1. The grant or contract must recover 100% of the negotiated indirect cost recovery rate or allowable rate by the granting agency;
2. The grant must also provide a reasonable (allowable) portion of the Principal Investigator’s salary that offsets the General Operating fund.

**Admissions and Records Office
Conversation 2 report
28 October 2005**

Oral report made by Mr. Khaleel to Mr. Hill

Proposition #1

Staffing needs in Admissions and Records Office:

Admissions Office

**Secretary
Counselors (5)
Data Entry officer
Equivalencies officer**

Records Office

**Secretary
Records Specialist
Transcript Check Clerk**

Quick Fixes:

- 1. Adhere to all deadlines: make deadlines reasonable**
- 2. Better customer service and more notice for a job well done**
- 3. Orientation of New Faculty and Staff**
- 4. On-line application forms to be filled out and returned to Admissions electronically rather than mailed in**
- 5. Equitable salary matrix**



Division of Humanities,
Fine Arts and Journalism

820 Chestnut St., 431 Martin Luther King Hall
Jefferson City, MO 65102
Phone: (573) 681-5195
FAX: (573) 681-5040

Memo

To: Randall Hill, Institutional Planner
From: Don Govang, Head, Department of Humanities, Fine Arts and Journalism
Date: 10/28/2005
Re: Provocative Propositions

In our follow-up discussions of What Matters Most, the Department of Humanities, Fine Arts and Journalism chose two Provocative Propositions:

- Adhering to Policies and Deadlines
- Addressing Faculty/Staff Salaries.

Thank you.

*Founded 1866: 62nd & 65th Colored Infantries
An equal opportunity institution*

Cooperative Extension

Top Ten Quick Fix Ideas:

1. Better communication between departments, faculty, staff and students. (Better education about policies and procedures, use monthly reports, newsletter, etc. Use suggestion box to send ideas for committee to review.)
2. Faster response on proposals, budgets, travel reimbursements, purchasing, and ads for new hires
3. Cost of living adjustment pay increases for staff
4. All forms easily accessible on disk or CD or Web, so there is no need to hand write or type
5. Orientation of new faculty and staff; publish new employee checklist
6. Regular departmental meetings
7. Better (or free) parking for faculty, staff, and students. Assign specific and designated parking lots for employees based on their buildings of employment.
8. Be nice—Human resources, student accounts and financial aid communicate in a civil manner. Also, become more efficient.
9. A grant incentive policy developed to reward departments and individuals
10. Drastically improve environmental working conditions such as adequate and timely heating, cooling, removal of old equipment, unused supplies, eliminate mold and mildew from work areas, etc.

Wilda Harrison, Ph.D.
Associate Extension Administrator
Lincoln University Cooperative Extension
103 Allen Hall
Jefferson City, MO 65102-0029
(573) 681-5550 Fax (573) 681-5881

Conversation Two: Prioritizing Actions
Clerical Staff Report
11 November 2005

The Vital Focus Committee hosted a special meeting for Clerical Staff November 10, at 11 am in Langston Hughes Theatre. The meeting was facilitated by Institutional Planner Hill; Debbie Hanlin acted as recorder. The following report is developed from the comments made in that meeting.

Priority Propositions:

1. Lincoln University should develop, fund and implement an equitable compensation matrix for faculty and staff.

The following issues and/or strategies must be addressed in this plan:

- a. The 3.5% difference between faculty and staff raises at the past increase must be addressed first.
- b. The matrix must be, first and foremost equitable.
- c. The matrix must consider years of service before merit.
- d. The matrix must meet comparable market salaries for similar positions.
- e. The matrix must provide regular and predictable increases in compensation.
- f. The matrix must include every employee, position and year of service.
- g. Tuition waivers for employees should be considered as valued compensation that costs the University little. Eligibility requirements for tuition waivers (length of service, etc.) should be revisited. Graduate waivers should be offered.
- h. Employee classifications on the matrix need review.
- i. Extra duties and compensation beyond regularly assigned duties inside the various classifications need to be brought under scrutiny.

The Clerical Staff recognizes that a Lincoln University Compensation Committee is currently addressing this problem. However, the staff feels strongly that communication from the Compensation Committee is insufficient to keep most employees informed as to what progress is being made or what issues are being considered. The staff strongly recommends that measure be taken to increase and enhance communication. (See Quick Fix List below)

2. Lincoln University needs to embark upon a series of programs designed to enhance communication among University stakeholders at every level.

The following issues and/or strategies must be addressed in this plan:

- a. Reinstate a “Monday Matters” newsletter to keep everyone informed. Consider electronic as well as print formats, or some combination of media.
- b. Offer a comprehensive program of “New Employee Orientation”.
- c. Offer a comprehensive program of “Cross-Training” to enhance workflow processes and increase efficiency.
- d. Do a comprehensive analysis of workflow processes, identify inefficiencies and “hang-ups”, and institute a systematic program of “Process Improvement Programs” to revamp trouble-spots.
- e. Offer a program of peer mentoring for employees.
- f. Provide, on a regular basis, customer service workshops. (See Quick Fixes below)

Quick Fixes:

1. Adhere to deadlines. (The feeling was that enrollment management and improved student achievement and retention could be achieved mostly easily with this quick fix.)
2. Provide a central area for Frequently Asked Questions.
3. Provide a clear statement on each unit/department web page of the “services offered by that unit”.
4. Find an effective “bulletin board” for the campus.
5. Provide a shuttle service from point to point up and down the campus, available all day, running more frequently at peak periods.
6. CC clerical and administrative staff with every message sent to VP’s, Deans, Directors, Dept. Heads, etc.
7. Require each employee to provide emergency contact information to the University authorities.
8. Reconsider holiday office workload: i.e. currently secretaries are required to be in offices to cover phones when technology can facilitate call transfers, provide information, etc. Employee hours are wasted.
9. Increase Staff representation on University Senate. (A straw poll revealed overwhelming opposition to creating a Staff Senate)

Student Affairs

THREE PROPOSITIONS THAT ARE IMPORTANT TO THE UNIVERSITY

PROPOSITION I.

Improve **communication** campus wide (students, faculty and staff) and externally to our constituents.

Strategy/Action to achieve it:

Develop and enforce policy that mandates/requires students to use Lincoln University e-mail for official notifications (financial aid award letters, tuition bills, conduct letters, communication with faculty, etc...)

Continue to use the listserv to communicate information to faculty and staff

PROPOSITION II.

Improve **retention** of students, faculty and staff.

Strategy/Action to achieve it:

Enforce all deadlines.

Provide more scholarships

Develop and implement a process to **change the culture** so every member of the Lincoln University family understands their role in retention. Institutionalize retention. Tie all efforts together through collaborative efforts to improve retention.

Provide a more conducive work environment (adequate space, necessary equipment, supplies, personnel, etc.) and competitive salaries. Provide meritorious financial reward. Not across the board salary increase except as it relates to the cost of living.

PROPOSITION III.

Enhance **recruitment**.

Strategy/Action to achieve it:

Focus on feeder schools.

QUICK FIXES

- Place building map directories in each building
- Establish a centralized help center
- Establish a 24 hour office center for students (This is a place where students can pay to make copies, print from disc, fax and receive faxed materials, etc...) This center would also provide additional job (entrepreneurial experiences) opportunities for students.
- Adhere to deadlines
- Provide consistent information across the campus
- Clean up the graffiti
- Require all students to have textbooks
- Implement regular campus beautification efforts
- All faculty and staff should address inappropriate behavior
- Implement a dress code
- Enforce mandatory attendance policy
- Enhance customer service



Date: October 17, 2005

To: Vital Focus Committee

From: Theresa Rogers, CIO

Subject: Conversation Day Summary Report & Quick Fixes

The Office of Information Technology is excited that Lincoln is pursuing steps towards acting on “what matters most”. It is our goal to facilitate your efforts in whatever ways that we may assist.

Specifically, regarding next steps listed on page 28 of the Summary:

- Updating the Vital Focus page on the web with current postings is easily accomplished using the web site builder tool – please contact OIT for additional assistance.
- I am happy to be involved in future committees as a participant, facilitator or technical consultant – please request assistance as needed.
- Please see OIT comments on “quick fixes” below.
- I am happy to develop responses and/or brainstorm to identify responses with others regarding provocative propositions – please request assistance as needed.
- I am happy to work with others regarding specific suggestions or requests for actions - please request assistance as needed.

Improving communications can be facilitated by the use of technology, as appropriate. I am more than happy to serve as a member of an ad hoc committee on communications to develop communications improvements on campus. For example, OIT will work with Mr. Hill to identify appropriate web page locations to post currently active committee membership lists, minutes, etc. OIT will also post membership to active campus list serves.

Quick Fixes

OIT is willing to work with anyone on any of the proposed “quick fixes” if the leadership determines appropriate to pursue.

Notes regarding current status, progress and or suggestions related to specific quick fixes:

- Transparency of Communications # 16 – OIT has instructions available on our OIT website for new faculty; OIT hosts a “new faculty” orientation session at the beginning of every academic semester, contact Mark Heckman, x5410 for information.
- Transparency of Communications # 18 -- A real-time current phone directory is available on the LU website; is current with employees loaded into the HR module of Datatel.
- Transparency of Communications # 30 – Could have monitors displaying the home page of the LU website; it now has a rolling section for announcements.]
- Customer Service – encourage the use of online WebAdvisor tools; “no time to stand in line – go online!”; could place posters in plain view within crowded areas to encourage the use of the online services
- Orientation Fixes – OIT is willing to assist with the development of PowerPoint presentations that can be placed online
- Training #2 – OIT provided a “draft” Datatel training schedule that was shared with LUTC members, including the CTL. Has subsequently been shared with the LUTC-EDUC subcommittee on campus training
LUTC-EDUC charge: Members of the Education subcommittee to the LUTC shall communicate training priorities and a proposed technology training program for faculty and staff to support the use of technology on campus in accordance with the university’s strategic plan. Education subcommittee members shall report on the progress of the implementation of the plan and apprise the LUTC of recommendations to update the plan on an annual basis based on the changing educational needs of Lincoln University staff and faculty.
- Degree Audit/WA #1 – OIT coordinated a conference call with Datatel, the WA vendor, and members of an ad hoc WA quality concerns subcommittee of the DUG-ST (Datatel User’s Group – Student, an LUTC sub-committee). OIT is also pursuing other research into WA enhancements.
- Degree Audit/WA #8 – All currently enrolled LU students are automatically created WA accounts during the admission process when they have submitted sufficient application materials to be “moved to student” status by the Office of Admissions; public academic labs provide computer access to WA in several locations on campus.

- Technology Fixes #1 – the LUTC-Itech, a LUTC subcommittee was recently populated with members. They are currently undertaking a utilization study of both academic labs and classrooms on campus.
LUTC-Itech charge: Members of the Instructional Technology subcommittee shall report progress, concerns and issues relative to the use of video services on campus, academic computing labs and media technologies to the LUTC. The members will make recommendations regarding MOREnet MCU port management responsibility and the development of MCU and other video-related use policies; academic lab policies, procedures, equipment and support; and support for media equipment on campus . Subcommittee members are charged with bidirectional communication responsibilities between the LUTC and campus users of video, lab and media services.
- Technology Fixes # 3 – OIT will research the cost of additional disk storage to accommodate greater email space for faculty email use
- Technology Fixes # 4 – The technical aspects of the Datatel student system are managed according to a patch management schedule and best practices in the industry. Individual departments are responsible for set up and configuration changes within their respective areas.
- Technology Fixes #5 – An OIT help desk ticket has been entered (10/19/2005) to research and attend to this fix.
- Technology Fixes #8 – A campus wireless proposal summary was delivered by Collegis to Lincoln in the Spring 2004. The project was placed on hold due to funding. It was brought forward again in the Fall 2005 and currently a project plan is in place to implement a phased wireless campus, pending budgeting and funding approvals.
- Technology Fixes #9 - 13 – See above response for #8; Page Library would be wireless in Phase I.
- Technology Fixes # 14, 15 & 17 – The LUTC-Itech is charged with researching both of these issues, see above charge statement.
- Technology Fix #16 – the LUTC endorsed a proposed lifecycle replacement plan for computers on campus in the Spring 2005; implementation of the plan is pending funding reconfiguration
- Technology Fix #18 – 23 - An ad hoc Telecommunications solution committee is active at present and evaluation telecommunications platform options
- Technology Fix # 24 – Collegis has the ability to provide 24/7 Blackboard application support however these services are not included in the current contract's scope of work.
- Technology Fix #25 – The automated interface between Datatel and Blackboard is available but has not been considered affordable at this point in time. Currently, at no charge, Collegis developed a custom upload for Lincoln to mediate the manual data entry of students, faculty and courses into Blackboard. The process, though automated, still requires several hours of labor for importing. Hence, there is a

compromise on the frequency with which the custom import can be run. The only true solution is to spend several thousands of dollars to upgrade the systems to interface per vendor code.

- Technology Fix #26, 27 – See LUTC-Itech subcommittee charge above. Currently, Lincoln has no specified dollars for labor or parts replacement in support of classroom media equipment. The LUTC-Itech will prepare recommendations.
- Technology Fix #28 – See Fix #16; a lifecycle replacement plan is being considered.
- Technology Fix #29 – The number of devices in academic classroom vary; see the OIT website for counts of available pc's. Lab pc hardware problems are given top priority and it is rare that a lab is functioning at lower than maximum count of functioning pc's.
- "Good Ideas" #2 – Collegis offers academic course development services and has significant experience in the development of online programs with other institutions; we are currently donating resources to develop a single online course build and results will be shared with campus later this fall.

Finally, OIT is happy to work with Mr. Hill or others to develop a posting format for a progress report on Quick Fix suggestions on the LU website.

Please let me know how we can be of further assistance in helping Lincoln University achieve "what matters most".

Thank you.

Theresa Rogers

Cc: OIT
Curtis Creagh