



DESTINATION 2023: Road to Renaissance

MISSION: *our reason*

2

To deliver a transformative experience, educating students for a lifetime of scholarship, leadership, and service through liberal arts, career and professional studies.

VISION: *our future*

3

To achieve recognition nationally and internationally for providing an exceptional liberal arts, career and professional education that produces culturally diverse entrepreneurs and professionals to lead in a global market.

INSTITUTIONAL OUTCOMES

4

Faculty/Academic Programs

Enrollment Management

Retention Rates

Graduation Rates

Job & Graduate/Professional school Placement

Endowment Increase

Policies and Systems

OPERATIONAL FUNDAMENTALS

5

PEOPLE

- The right people
- The right knowledge, skills, and capacities (training and development)
- The right organizational structures

PLACE

- The right facilities master plan
- The right property development agenda

POLICY (process)

- The right processes and procedures
- The right guidelines and regulatory support
- The right business software to support operations

PROGRAMS

- The right initiatives, activities, and curriculum to support the mission and vision
- The right technology infrastructure to support all College initiatives

EXCELLENT FACULTY & ACADEMIC PROGRAMS

LeMoyne-Owen College views excellence in **faculty and academics** at the core of its success. Today, the College foresees regional and global needs that will drive an even greater demand for recruiting and retaining highly-distinguished faculty who will develop and implement innovative academic programs. The College's strategic approach to faculty and academics focuses on new program development, recruiting and retaining faculty, faculty development and meaningful investments in the academic infrastructure.

STATUS DEFINITIONS

7

- **IN-PROGRESS**: activity is currently being implemented
- **ON-GOING**: activity is always being implemented, with no set end point
- **COMPLETED**: activity has been implemented to completion
- **LONG-TERM**: activity has not yet been implemented, expected start date is more than 1 year in future

EXCELLENT FACULTY & ACADEMIC PROGRAMS

8

OBJECTIVE 1.1 Center of Excellence in Cybersecurity

The Center of Excellence in Cybersecurity conducts research, provides a B.S. degree program in computer science (with a concentration in Cybersecurity), participates in community outreach, and supports K-12 initiatives in cybersecurity and cyber defense. The intent of this Center is to provide focused training and skill development for participating students and improve cybersecurity awareness on both academic and community levels for LeMoyne-Owen College students, faculty and staff, as well as respective business, industry, and community partners. **STATUS: COMPLETE**

EXCELLENT FACULTY & ACADEMIC PROGRAMS

OBJECTIVE 1.2 Center for Urban Teacher Education

The Center for Urban Teacher Education exists to cultivate K-12 educators committed to urban school systems and students with adverse childhood experiences (ACE) by establishing a neighborhood learning community in the College Park area of South Memphis, embracing all students from pre-kindergarten through the baccalaureate degree. The Center will develop a partnership between the College and surrounding Shelby County Schools—Cummings Elementary School, Booker T. Washington, and Hollis F. Price High School—to provide a coherent, innovative and pervasive cooperative educational environment for the students and their academic and social support systems.

EXCELLENT FACULTY & ACADEMIC PROGRAMS

OBJECTIVE 1.3 Center for Music, Arts, & Culture (CMAC)

The Center for Music, Arts, & Culture exists to promote scholarship and teaching about the history and significance of music and the arts in the Memphis and Mid-South region; and to pursue research on the intersection of music, the arts, and K-12 academic achievement, including collaborations with Shelby County Schools and local, regional, and national organizations. The Center will collaborate with the Soulsville community as a music and arts programming hub. The Center will also develop the first Master of Fine Arts at the College, along with undergraduate and graduate certificates for professional musicians and artists.

EXCELLENT FACULTY & ACADEMIC PROGRAMS

OBJECTIVE 1.4 Center for Urban Leadership & Social Justice

The Center for Urban Leadership and Justice is an interdisciplinary center promoting research and fostering leadership in urban health and social justice in collaboration with community partners. By providing formal and informal resources, using an asset-based and preventative model to better serve the College and the 38126 area of South Memphis, the Center will have four areas of focus —juvenile justice, student and community development, human rights and activism, and legal/social service resources.

EXCELLENT FACULTY & ACADEMIC PROGRAMS

12

OBJECTIVE 1.5 Design and Implement the Master of Arts in Teaching (M.A.T.)

The Center of Urban Teacher Education will research, design, and implement a Master of Arts in Teaching (M.A.T.) with an emphasis in Urban Education; the distinctive advantage of this program will be a combined B.A./M.A.T. (4+1) Urban Education program, providing a seamless transition from undergraduate to graduate status. Furthermore, the program will allow for a 15-month completion for non-education majors (e.g. accounting, biology, mathematics), who are interested in exploring teaching as a viable career post-graduation.

EXCELLENT FACULTY & ACADEMIC PROGRAMS

13

OBJECTIVE 1.6 Strengthen and Expand Associate Degree Programs

The College will strengthen the current Associate of Arts and Associate of Science [in General Studies], and expand Associate Degree programs to strategically position students to pursue careers in the allied-health professions, early childhood education, graphic arts, music, computer science, and logistics/supply chain management. The College will also promote Associate Degree completion with an emphasis on adult students who are seeking career pathway milestones, and/or stackable credentials for professional advancement. **STATUS: IN-PROGRESS**

EXCELLENT FACULTY & ACADEMIC PROGRAMS

14

OBJECTIVE 1.7 Redesign and Implement New General Education Requirements—*The Core*

The College will redesign and introduce a new general education framework—*The Core*, to provide students with a critical appreciation of diverse cultural and intellectual traditions, an interest in relating the past to the complex world of today, and introducing 21st century career competencies. A CPI committee is currently reviewing our college learning competencies. **STATUS: IN-PROGRESS**

OBJECTIVE 1.8 Develop and Implement Guided Major-Minor Pathways

The College will develop guided pathways for selected major programs to provide students with minor-options that correspond to career goals, ensuring their persistence to graduation and career success. **STATUS: IN-PROGRESS**

EXCELLENT FACULTY & ACADEMIC PROGRAMS

15

OBJECTIVE 1.9 Identify and Develop Academic Programs that Address Regional Workforce Needs

The College continues to analyze current regional demands for skilled graduates and assess how those needs are (or are not) being met by other our current curriculum. **STATUS: ON-GOING**

OBJECTIVE 1.10 Develop Agile Degree-Completion Paths through Program (Re)design

The College will regularly analyze student success rates within degree programs to identify and remedy inefficiencies within program requirements. The College will also commit to regularly reviewing an inventory of student learning outcomes (SLOs) for each program to ensure that SLOs remain relevant; and are aligned with the competency objectives of the program. **STATUS: ON-GOING**

EXCELLENT FACULTY & ACADEMIC PROGRAMS

16

OBJECTIVE 1.11 Review and Redesign Transitional Studies

The College has invested in and developed curricular innovations that enhance a student's smooth and timely matriculation through the College's transitional studies program (remedial and developmental). **STATUS: COMPLETE**

OBJECTIVE 1.12 Expand Academic Support Services and Delivery Options

The College recognizes the importance of well-designed, flexible support services that are able to meet the on-demand needs of 21st-century student populations. The College will augment existing services with online formats for tutoring services, student success coaching, counseling, and degree audit systems. **STATUS: IN-PROGRESS**

EXCELLENT FACULTY & ACADEMIC PROGRAMS

OBJECTIVE 1.13 Implement a Campus-Wide Learning Management System (LMS)

The College is committed to fully implementing its LMS by digitalizing its processes and student management by implementing all components of a campus-wide Learning Management System (LMS) to provide a platform for students to access courses and online content, review degree audits, and engage on discussion boards with students and faculty. **STATUS: COMPLETE**

OBJECTIVE 1.14 Develop and Implement an Effective Distance Education Delivery Strategy

The College will invest in and develop a comprehensive strategy for distance education delivery of undergraduate courses, corporate education courses, and adult completion programs. **STATUS: IN PROGRESS**

EXCELLENCE IN ENROLLMENT MANAGEMENT

LeMoyne-Owen College views excellence in enrollment management as a campus-wide effort and is committed to renewing efforts to ensure that the best practices and strategies are being applied to attract, recruit, admit and enroll diverse students.

LOC's targeted 2023 head count

> 1,244

LOC's targeted enrollment percentage growth

+35%

EXCELLENCE IN ENROLLMENT

**Enrollment
Headcount**

2017	2018	2019	2020	2021	2022	2023
850	885	950	1016	1087	1163	1244

Six (6) Year Academic Standards Progression

2018-2019		2019-2020		2020-2021		2021-2022		2022-2023		2023-2024	
GPA	ACT	GPA	ACT	GPA	ACT	GPA	ACT	GPA	ACT	GPA	ACT
2.0	Open	2.0	16	2.0	16	2.2	17	2.4	17	2.5	18
*49%		* 45%		*40%		*35%		*30%		*25%	

*Percentage of first semester incoming freshman that will be admitted below admissions requirements

EXCELLENCE IN RETENTION

20

LeMoyne-Owen College views excellence in retention as a campus-wide effort and is committed to renewing efforts to ensure that the best practices and strategies are being applied to retain students with effective programs and high-impact interventions.

LOC's targeted 2023 retention rate

65%

LOC's targeted retention rate percentage growth

+17%

EXCELLENCE IN RETENTION

21

	2017	2018	2019	2020	2021	2022	2023
Targeted Retention Rate	48%	51%	54%	57%	60%	62%	65%
Proposed Retention Rate		63%	66%	69%	72%	75%	78%

EXCELLENCE IN ENROLLMENT & RETENTION

OBJECTIVE 2.1 Develop and Implement a Comprehensive Enrollment Management Plan

The College will develop and implement a comprehensive enrollment plan that regularly analyzes recruitment, admission, and retention policies and protocols to optimize enrollment in alignment with the mission, vision, and strategic goals of the College. **STATUS: IN-PROGRESS**

OBJECTIVE 2.2 Rebrand LeMoyne-Owen College

The College will invest in understanding, rebranding, and marketing the institution's identity locally, regionally, and nationally to emphasize the College's distinctiveness in order to position the institution as a first-choice option for premier and diverse students. **STATUS: ON-GOING**

EXCELLENCE IN ENROLLMENT & RETENTION

23

OBJECTIVE 2.3 Explore Satellite Campus for Adult and Degree Completion Programs

The College will explore the feasibility, enrollment, and revenue-generating impact of developing satellite campuses within the Memphis and Mid-South region with an emphasis on adult degree [and degree completion] programs, including corporate education. **STATUS: LONG-TERM**

OBJECTIVE 2.4 Implement an Online-Platform for Life Long Learning Training Courses and Programs

The College will implement an online platform to offer courses and programs that will attract and retain adult students and increase traditional undergraduate retention rates. These programs will offer online open enrollment designed to provide the skills necessary to acquire professional level positions for many in-demand occupations. **STATUS: IN-PROGRESS [3-course certificate launch Fall 2019]**
Art and Design, Business, Computer Applications, computer programming, health and fitness, info technology, languages, teacher professional development

EXCELLENCE IN ENROLLMENT & RETENTION

24

OBJECTIVE 2.5 Review and Revise Admission Standards

The College will review, revise, and clarify admission standards, e.g. high-school GPA and ACT score—annually—to strengthen the academic selectivity of future entering classes, as well as increase retention and graduation rates. **STATUS: COMPLETED [insert chart]**

OBJECTIVE 2.6 Review and Revise First-Year and Second-Year Programs with 21st Century Career Competencies

To align with First & Second-Year Programs with the goals and objectives of the Career Pathways Initiative, the College will expand the first-year course to include Strengths Quest – an inventory that identifies students' top skills and abilities. **STATUS: IN-PROGRESS**

EXCELLENCE IN ENROLLMENT & RETENTION

25

OBJECTIVE 2.7 Create a Facilities Master Plan

The College will develop a comprehensive grounds, facilities, and community real estate master plan to ensure that the College's physical resources best support its commitment to faculty and academic programs, student success, and community impact. **STATUS: LONG TERM** [Future Focused]

OBJECTIVE 2.8 Collect, Analyze, and Leverage Retention Management Data

The College will develop data collection and analysis systems and processes to proactively identify and strategize student-retention risks, ensuring that students receive high-impact interventions. **STATUS: IN-PROGRESS** [NSSE launches Spring 2019]

EXCELLENCE IN ENROLLMENT & RETENTION

26

OBJECTIVE 2.9 Develop and Implement a Comprehensive and Campus-Wide Intrusive Advising System

Thru the implementation of intrusive advising, the College will develop more proactive, systematic, intentional, and seamless advising interactions for students (especially first-year students) that emphasize persistence strategies.

STATUS: IN-PROGRESS

OBJECTIVE 2.10 Develop Peer Academic Support

The College will ensure the optimum availability of academic support services through the development and implementation of a Peer Academic System program coordinated through the Student Retention Lab.

STATUS: COMPLETE

EXCELLENCE IN GRADUATION

27

LeMoyne-Owen College views excellence in graduation from the perspective of ensuring that the College is graduating students at a competitive level relative to other historically black colleges and universities (HBCUs).

LOC's targeted graduation rate

35%

LOC's targeted graduation rate percentage growth

+22%

EXCELLENCE IN GRADUATION

Graduation Rates of Black Students at a Sample of Historically Black Colleges and Universities

(Ranked by the Highest Graduation Rate)

Institution	Black Student Graduation Rate, 2014	Institution	Black Student Graduation Rate, 2014	Institution	Black Student Graduation Rate, 2014
Spelman College	69	Fayetteville State Univ.	34	Bethune-Cookman	42
Howard University	65	Florida A&M Univ.	34	Clafin University	42
Hampton University	59	Prairie View A&M	34	Albany State Univ.	42
Morehouse College	55	Tennessee State Univ.	33	Clark Atlanta Univ.	41
Fisk University	52	Univ. of Md. E. Shore	33	Johnson C. Smith Univ.	41
Fort Valley State Univ.	48	Voorhees College	33	N. Carolina Central	41
Xavier University	47	Savannah State Univ.	32	Alabama A&M Univ.	41
Dillard University	45	Lane College	32	N.C. A&T State Univ.	41
Tuskegee University	45	Florida Memorial Univ.	31	Virginia Union Univ.	40
Bennett College	44	Morgan State Univ.	30	Elizabeth City St. Univ.	39
Philander Smith College	44	Southern University	28	Lincoln Univ. (Penn.)	38
Virginia State Univ.	44	Grambling State Univ.	28	Bowie State University	37
Winston-Salem State	44	Langston University	28	Oakwood University	37
Jackson State Univ.	43	Harris-Stowe State Univ.	28	S. Carolina State Univ.	36
				Delaware State Univ.	36
				Livingstone College	36
				Norfolk State Univ.	36
				Alcorn State Univ.	34
				Stillman College	28
				Benedict College	27
				Shaw University	27
				Alabama State Univ.	26
				Cheyney University	25
				Rust College	25
				Univ. of Ark.-Pine Bluff	25
				Paine College	25
				Miss. Valley State Univ.	24
				Central State University	24
				Miles College	22
				Kentucky State Univ.	19
				St. Augustine's College	18
				LeMoyne-Owen College	18
				Lincoln Univ. (Missouri)	17
				Coppin State Univ.	15
				Univ. of Dist. of Col.	15
				Texas Southern Univ.	12

EXCELLENCE IN GRADUATION

29

	2011- 2017	2012 - 2018	2013 - 2019	2014 - 2020	2015 - 2021	2016 - 2022	2017- 2023
Graduation Rate	13%	14%	14%	17%	20%	22%	25%
Number of Graduates	140	149	165	185	215	160	220
Number of Graduates Year- Over-Year Increase		9	15	20	30	45	60

EXCELLENCE IN GRADUATION

30

OBJECTIVE 3.1 Implement Degree-Audit System

The College will implement a user-friendly degree-audit system that allows students to track degree progress with required courses per degree program, credits taken and completed, and grades. **STATUS: IN-PROGRESS**
[EquiFax contract began Jan 2019]

OBJECTIVE 3.2 Communicate and Strengthen the Learning Management System Usability

The College will build a stronger bridge between the technology that support student success (PowerCampus) and the end users (i.e. faculty, advisors, staff, and students). **STATUS: ON-GOING**

EXCELLENCE IN GRADUATION

OBJECTIVE 3.3 Review and Revise Academic Policies

The College will review and revise current academic policies and procedures that may be impeding students' progress toward graduation or degree completion, including withdrawal policies, timelines, change of major policies and procedures, etc. **STATUS: IN-PROGRESS**

OBJECTIVE 3.4 Review and Revise Course Scheduling

The College will review and revise, if necessary, course scheduling to ensure that it is meeting the needs/demands of students at particular junctures (e.g. summer-session, winter courses, labs). **STATUS: IN-DEVELOPMENT [Set for late-Spring 2019]**

EXCELLENCE IN POST-GRADUATION PLACEMENT

32

LeMoyne-Owen College views excellence in post-graduation placement as preparing graduates to enter careers and graduate/professional schools *of choice* — *and* directly aligned to their major-minor pathway.

LOC's targeted 2023 job placement rate

65%

LOC's targeted graduate/professional school placement rate

+25%

EXCELLENCE IN POST-GRADUATION PLACEMENT

	2017	2018	2019	2020	2021	2022	2023
Placement Job, Professional and Graduate School	38%	45%	50%	55%	58%	62%	65%

EXCELLENCE IN POST-GRADUATION PLACEMENT

34

OBJECTIVE 4.1 Early Exposure to Graduate/Professional School Opportunities and Admission Standards

The College will host workshops, seminars, admission events, and visiting faculty to expose LeMoyne-Owen students early in their undergraduate career to graduate/professional opportunities and admission standards to ensure effective advising and planning. **STATUS: ON-GOING**

OBJECTIVE 4.2 Re-establish Student Support Programs for Graduate/Professional School Preparation & Exams

The College will develop and implement on-campus student support programs with faculty, and an online resource center for students to receive the necessary support for preparing graduate, professional school applications, CV, writing samples, research statements, and standardized and specialized exams. **STATUS: IN-PROGRESS [via “Moving Forward” and CPI]**

EXCELLENCE IN POST-GRADUATION PLACEMENT

35

OBJECTIVE 4.3 Develop and Expand Summer Research Experiences

The College will develop and expand summer research experiences, emphasizing natural and computer sciences [and interdisciplinary studies], by mapping existing experiences and investing and building an investable infrastructure for future experiences. **STATUS: IN-PROGRESS**

OBJECTIVE 4.4 Increase Internships for Students

The College will enhance a culture for all students to embrace the importance of internships, integrate internships within course curricula, and educate corporate partners on the fundamental elements of meaningful internships for student success. **STATUS: ON-GOING**

EXCELLENCE IN POST-GRADUATION PLACEMENT

OBJECTIVE 4.5 Enhance Externships for Faculty

The College will enhance faculty externship opportunities through local, national, and international professional development that exposes faculty to industry trends, best practices, and innovations to bring relevance to and enhance student learning. **STATUS: IN-PROGRESS**

OBJECTIVE 4.6 Increase College-Corporate Partnerships

The College will increase robust relationships with local industries to develop an in-depth understanding of employment needs/trends and in-demand market skills to align pedagogy, instructional models, and advising to enhance the impact of a LeMoyne-Owen degree for job opportunities. **STATUS: IN-PROGRESS**

EXCELLENCE IN POST-GRADUATION PLACEMENT

37

OBJECTIVE 4.7 Center for Career Pathways

The College will secure corporate sponsorships to develop and fund a Center for Career Pathways, which will provide exclusive corporate access [local, regional, & national companies] to students for hiring in exchange for sustainable funding, financial and learning resources, on-campus interviews, and internship opportunities. **STATUS: LONG-TERM**

EXCELLENCE IN ENDOWMENT

38

LeMoyne-Owen College views excellence in endowment as the critical factor for institutional sustainability. Historically black colleges and universities (HBCUs) with endowments that exceed \$20M can enhance academic programs, increase enrollment, and ensure perpetual success.

LOC's 2023 targeted endowment

\$23.5M

LOC's targeted endowment percentage growth

100%

EXCELLENCE IN ENDOWMENT

	2017	2018	2019	2020	2021	2022	2023
Endowment Year-Over Year Increase	\$11.7M	\$13.7M	\$15M	\$17.6M	\$20.5M	\$22M	\$23.5M

EXCELLENCE IN ENDOWMENT

40

OBJECTIVE 5.1 Hire a highly accomplished fundraiser as Vice President of Institutional Advancement

STATUS: COMPLETED

OBJECTIVE 5.2 Secured resources to update Raiser's Edge, the fundraising database platform used by the Office of Institutional Advancement

STATUS: COMPLETED

EXCELLENCE IN ENDOWMENT

41

OBJECTIVE 5.3 Rebuild organizational infrastructure to support increasing the endowment

STATUS: IN-PROGRESS

OBJECTIVE 5.4 Begin rebuilding and strengthening relationships with the local philanthropic community and alumni donors

STATUS: IN-PROGRESS (ongoing)

EXCELLENCE IN OPERATIONS

OBJECTIVE 6.1 Establish Institutional Budgeting, Planning, and Institutional Effectiveness Processes

The College will implement integrated, institutional budgeting and planning processes to ensure that institutional resources and effectiveness are effectively linked and coordinated, driven by mission, vision, and academic priorities.

OBJECTIVE 6.2 Develop Innovative, Non-Federal, & Non-Annual Fund Financial Stability Strategies

The College will develop innovative financial stability strategies by exploring new areas for growth and efficiency in response to economic growth sectors, excluding Title-III and the Annual Fund.

EXCELLENCE IN OPERATIONS

OBJECTIVE 6.3 Increase Revenue-Generating Initiatives

The College will diversify its self-sustaining and revenue-generating initiatives to support core academic programs, expand student success efforts, and increase community engagement.

OBJECTIVE 6.4 Review and Revise Current Financial Systems, Policies, and Processes

The College will systemically and strategically review each of its current business and financial systems, policies, and processes; and improve the identified systems, policies, and processes that currently threaten and/or inhibit financial stability.

EXCELLENCE IN OPERATIONS

44

OBJECTIVE 6.5 Review, Streamline, and Improve the Procurement Process

The College will review, streamline, and improve all procurement and contracting processes ensuring a regular review and transparent reporting for institutional accountability.

OBJECTIVE 6.6 Develop Operational and Analytical Query Tools for Financial Data Analysis and Reporting

The College will develop operational and analytical query tools to report financial KPIs, divisional metrics, revenue analytics, and expense trends for institutional analysis and reporting.

EXCELLENCE IN OPERATIONS

45

OBJECTIVE 6.7 Conduct Salary Equity Study

The College will conduct a salary equity study to build a compensation infrastructure that closes salary gaps, and positions faculty and staff to reach their highest potential.

OBJECTIVE 6.8 Develop a Campus Police Department

The College will develop and implement an internal campus police department to execute a campus-wide safety and security strategy, minimize contracted costs, and build a relational-security culture.

OBJECTIVE 6.9 Develop Cyclical Maintenance

The College will develop and implement a comprehensive, cyclical preventive maintenance program for capital projects.

KEY PERFORMANCE INDICATORS

46

LeMoyne-Owen College must actively monitor progress and act upon information that drives a cycle of continuous improvement, by selecting and tracking Key Performance Indicators (KPIs) that require different data-collection activities and analysis. LeMoyne-Owen will focus on the following broad categories:

- Academic Programs
- Faculty Tenure and Status
- Enrollment
- Retention
- Student Satisfaction
- Job Readiness and Placement
- Graduate/Professional School Readiness and Placement
- Community Engagement and Public Opinion
- Fiscal Stability
- Endowment Growth
- Annual Fund Growth
- Employee Satisfaction
- Compensation Equity

EXECUTIVE TEAM

47

Vernell Bennett-Fairs
President

Provost/Vice President for Academic Affairs

CFO/Vice President for Finance

Associate Vice President for Institutional Advancement

CIO/Vice President for Information Technology

Vice President for Student Affairs

Chief Administrative Officer

BOARD OF TRUSTEES

48

Patricia Covington
Chair

Dr. Albert Mosley
Vice Chair

Donald Comer
Second Vice Chair

Sharon Devine Harris
Secretary

